

# TOWN OF WESTFORD

## ANNUAL REPORT

1977



*ANNUAL REPORTS*  
*of the*  
*TOWN OF WESTFORD*

For the Year Ending December 31,  
1977



Warrant For Annual Town Election  
To Be Held May 2, 1978

AND

Annual Town Meeting  
To Be Held May 6, 1978



TOWN OF WESTFORD

CITIZENS ACTIVITY RECORD

Good Government Starts With You

If you are interested in serving on a town committee, please fill out this form and mail to the Executive Secretary, Board of Selectmen, Town Hall, Westford, Mass. 01886. The filling out of this form in no way assures appointment. All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Name.....Home Telephone.....

Address.....

Amount of Time Available.....

Interest in what Town Committees.....

.....

.....

Present Business Affiliation and Work.....

.....

Business Experience.....

.....

Education or Special Training.....

Date Appointed	Town Offices Held	Term Expired
.....		
.....		

Remarks.....

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## TOWN CALENDAR

APPEALS, BOARD OF -- Monthly on Thursday 8:00 P.M.  
ASSESSORS, BOARD OF -- Each Tuesday of the month, 8:00 P.M.  
Town Hall 692-8323  
BUILDING INSPECTOR -- Each Tuesday of the month, 7:30-9:30 P.M.  
Town Hall 692-7621  
CEMETERY DEPARTMENT -- First Saturday of the month, 10:00 A.M.  
COUNCIL ON AGING -- First Wednesday of the month, 3:30 P.M.  
FINANCE COMMITTEE -- Second & Fourth Monday of the month,  
8:00 P.M.  
HEALTH, BOARD OF -- Second Monday of each month, 7:00 P.M.  
Town Hall 692-8431  
HOUSING AUTHORITY -- Second Thursday, 7:30 P.M. At Project  
NASHOBA TECHNICAL -- Alternate Tuesdays, 8:00 P.M. Nashoba  
HIGH SCHOOL Tech 692-4711  
PLANNING BOARD -- First & Third Tuesday of the month,  
8:00 P.M. Town Hall  
RECREATION COMMISSION -- First & Third Monday of the month, 8:00P.M.  
SCHOOL COMMITTEE -- Second & Fourth Monday of the month  
7:30 P.M.  
SELECTMEN -- Each Tuesday of the month, 7:30 P.M.  
upstairs Town Hall 692-6511 (Summer  
months, every other Tuesday)  
WATER COMMISSIONERS -- Second & Fourth Tuesday of the month,  
8:30 P.M., Town Hall 692-6333

TOWN OFFICES -- Open Monday through Friday; Town Hall  
Assessors: 8:30 AM - 12, 1 - 5 PM  
Cemetery: 8:45 AM - 5:00 PM  
Health, Board of: 1-4 PM Tuesday only  
Inspectors Office: 8:30 AM - 4:30 PM (includes gas,  
wire, plumbing and building inspectors)  
Selectmen: 8:45 AM - 12, 1 - 4:45 PM  
Treasurer-Tax Collector: 8:30 AM - 12, 1 - 5 PM  
Town Accountant: 9:00 AM - 4:00 PM  
Town Aide: 9:00 AM - 3:00 PM  
Town Clerk: 9:30 AM - 5 PM  
Water Department: 8:00 AM - 12, 12:30 - 4:00 PM  
Welfare Office: 8:45 AM - 5 PM 692-2937

SANITARY LAND FILL -- Cold Spring Road:

Summer: Monday & Friday, 8 AM - 7PM

Wednesday, Thursday & Saturday, 8 AM - 5 PM

Winter: Monday, Wednesday, Thursday & Friday, 7 AM-  
5 PM Saturday, 8 AM - 5 PM

Sunday, Tuesday & Holidays closed

If holiday falls on Monday, Land Fill will be open  
on Tuesday.



OFFICERS OF THE TOWN OF WESTFORD

TOWN CLERK

Enid Vaughn	Term expires May 1978
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SELECTMEN

Robert R. Fitzpatrick	Term expires May 1978
Douglas R. Johnston	Term expires May 1978
Francis P. Harte, Chairman	Term expires May 1979
Richard S. Emmet Jr.	Term expires May 1980
John A. Flavell	Term expires May 1980

ASSESSORS

John F. Gagnon	Term expires May 1978
Uldege Ricard	Term expires May 1979
Norman K. Nesmith	Term expires May 1980

TREASURER-COLLECTOR

Paula Brule	Term expires May 1980
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SCHOOL COMMITTEE

Douglas Keele	Term expires May 1978
Mary Trubey	Term expires May 1978
Bette Hook	Term expires May 1979
Mary Caless, Chairman	Term expires May 1979
Donald Bradanese	Term expires May 1979
Hajo W. Koester	Term expires May 1980
Robert M. Welch	Term expires May 1980

NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT COMMITTEE

Thomas Thorstensen	Term expires May 1979
Charlotte Scott	Term expires May 1980

HOUSING AUTHORITY

Reginald W. Blowey	Term expires May 1978
John F. Sanders	Term expires May 1980
Gary Sullivan	Term expires May 1981
Kathleen Jones (Appointed)	Term expires Aug. 1978
Edith Lowney, Executive Director	
Shirley Anderson	Term expires May 1982

BOARD OF HEALTH

Charles Colburn, MD	Term expires May 1978
Thomas P. McLaughlin, Chairman	Term expires May 1979
Robert McCusker	Term expires May 1980

WATER COMMISSIONERS

Walter W. Gerlack, Chairman	Term expires May 1978
Hervey J. Cote	Term expires May 1979
Carlton M. Rooks	Term expires May 1980

MODERATOR

William Kavanagh	Term expires May 1978
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PLANNING BOARD

Paul Davies	Term expires May 1978
Ellen M. Malinowski	Term expires May 1979
Gerald Swanson	Term expires May 1980
Vyto L. Andreliunas	Term expires May 1981
Joseph W. Morrill, Chairman	Term expires May 1982
Leslie Thomas, Clerk	

TREE WARDEN

Roger Melancon	Term expires May 1980
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CEMETERY COMMISSIONERS

Shirley Anderson, Chairperson	Term expires May 1978
Brian Vaughn	Term expires May 1979
Clayton Dearth	Term expires May 1980

TRUSTEES OF J.V. FLETCHER LIBRARY

Ellen T. Curtiss	Term expires May 1978
Lisa D. Dagdigian	Term expires May 1978
Edith Bartlett	Term expires May 1979
Charles Evans	Term expires May 1979
David L. Friedman	Term expires May 1980
Dorothy M. Swanson	Term expires May 1980

LIBRARIAN

Appointed by Trustees

Francesca L. Denton

WESTFORD WELFARE SERVICE OFFICER  
DIRECTOR OF PUBLIC ASSISTANCE

Edith A. Lowney

FINANCE COMMITTEE

Larry Chute	Howard P. Kelly
Jeanne Laushine	George E. Murray
H. James Kazeniac	Mark Thomas
Ronald H. Johnson, Chairman	Robert Wilkie



FINANCE COMMITTEE

Daniel S. Hanley

Mary Morton, Clerk

TAX TITLE PROPERTY

Denis Magurie  
Edward Lamson

Norman Nesmith

APPOINTMENTS BY THE BOARD OF HEALTH

Chairman	Thomas P. McLaughlin
Vice-Chairman	Robert McCusker
Agent to issue Burial Permits	Enid Vaughn
Clerk	Dorothy A. Healy R.N.
Secretary	Dr. Colburn
Inspector of Animals - Dogs	William C. MacMillan
Inspector of Animals - Farm Animals	Albert H. Picking
Inspector of Stables	William C. MacMillan
Agent to pick up Dead Animals	Albert H. Picking
Inspector of Wells	Harry M. Hulings

The following Boards, Committees and Officers are appointed by the Board of Selectmen.

TOWN ACCOUNTANT

Elaine M. Sundberg

EXECUTIVE SECRETARY

Wallace E. MacQuarrie

TOWN COUNSEL

John L. Connell Jr.

SUPERINTENDENT OF STREETS

George W. Wyman

FIRE CHIEF

George P. Rogers

SUPERINTENDENT OF MOTH DEPARTMENT

Roger Melancon

DOG OFFICER

William C. MacMillan

ASSISTANT DOG OFFICER

Dennis Courchine  
Robert Perkins Jr.

BUILDING COMMISSIONER

Andrew G. Anderson

LOCAL INSPECTOR

Nicholas V. Basinas

CODE ENFORCER

Joseph B. Hatch

GAS INSPECTOR

Chester H. Cook Jr.

PLUMBING INSPECTOR

Harry M. Hulings

WIRE INSPECTOR

Dennis P. Kane

DIRECTOR OF VETERANS SERVICES

Robert R. Fitzpatrick

VETERANS' AGENT

Helena Crocker

CIVIL DEFENSE DIRECTOR

Harold H. Hoover

AGENT FOR BURIAL OF DECEASED SOLDIERS

James L. Healy

VETERANS' GRAVES OFFICER

James L. Healy

NMAC

Richard S. Emmet Jr.



NMAC

Ronald Kangas, Alt.  
Joel Uher, Alt.

BOARD OF APPEALS

Warren G. Morrow	Term expires June 1978
John Kavanagh	Term expires June 1979
John J. Barretto, Chairman	Term expires June 1980
Carlene Johnston, Clerk	

BOARD OF APPEALS, ASSOCIATE MEMBERS

James Hansen	Term expires June 1980
John Preston	Term expires June 1980

REGISTRARS OF VOTERS

Leo Blanchard	Term expires June 1978
Wilbert L. Vaughn	Term expires June 1979
William R. Healy	Term expires June 1980

REGISTRARS' CLERK EX OFFICIO

Enid Vaughn

CAPITAL OUTLAY COMMITTEE

Joel Uher	Term expires June 1978
Philip J. Curran Jr.	Term expires June 1978
William Barnett	Term expires June 1978
Edward Crowley	Term expires June 1978
John Ryan	Resigned
Richard Bahnick, Chairman	Term expires June 1979
Sanford Smith	Term expires June 1980

RECREATION COMMISSION

William Barnett, Chairman	Paul Murray
Dianne Chrusz	Sheryl Preston
Mary Hill	Thomas O. Stiling
Donald Tahmoush	John Walsh
Robert DeFilippi	

SEWERAGE ADVISORY COMMITTEE

Charles Colburn, M.D., Chairman	Richard Lewis
Peter Thorstensen	James Thibeault
Richard Cooper	Douglas Milne (Resigned)
Joseph Morrill, Recorder	

### CONSERVATION COMMISSION

Chester Cook Jr.	Term expires June 1978
Louis Oliver	Term expires June 1978
Arnold O'Brien	Term expires June 1979
William Collins, Chairman	Term expires June 1979
Patricia Loring	Term expires June 1980
Nicholas Basinas	Term expires June 1980
Richard Cooper	Term expires June 1980
Alan Emmet, Clerk	

### SPECIAL TOWN FOREST COMMITTEE

Carlton M. Rooks	Term expires June 1978
Daniel Provost	Term expires June 1979
Roger Melancon	Term expires June 1980

### DEVELOPMENT AND INDUSTRIAL COMMISSION

Joseph Morrissey	Term expires June 1978
Thomas McLaughlin	Term expires June 1978
Gerald Swanson	Term expires June 1979
Chester Cook Jr.	Term expires June 1979
Howard Hall	Term expires June 1979
Alan Eckel	Term expires June 1980
William Poist	Term expires June 1980
William O'Connor	Term expires June 1980
Robert Hurley, Chairman	Term expires June 1980
Douglas Johnston	Term expires June 1980
Nicholas Basinas	Term expires June 1980

### PERSONNEL BOARD

Thomas Cullen	Term expires June 1978
Ellen S. Harde	Resigned
Richard Koester	Term expires June 1979
John J. Kavanagh	Term expires June 1980
James P. Driscoll	Term expires June 1980

### COUNCIL ON AGING

Horace Wyman	Term expires June 1978
Carl G. Lyman, Chairman	Term expires June 1978
Helena Crocker	Term expires June 1979
Veronica Sullivan	Term expires June 1979
Cecilia Healy	Term expires June 1980

### HISTORICAL DISTRICT STUDY COMMITTEE

Eileen Anderson	Term expires June 1978
George Downey	Term expires June 1978
Josephine Connell	Term expires June 1978
Alex Belida	Term expires June 1979



Paul Davies  
Jane Swanson  
Grace Forty

Term expires June 1979  
Term expires June 1980  
Term expires June 1980

SENIOR HIGH SCHOOL BUILDING COMMITTEE

Richard E. Jordan  
Richard Emmet  
David Earl

Samuel Frank  
James B. Hudson  
Steven Aranyi

HOUSE NUMBERING COMMITTEE

Norman E. Day, Chairman

SEALER OF WEIGHTS & MEASURES

Richard Sullivan

WEIGHERS OF GENERAL COMMODITIES

Robert Conway  
Paul V. Gilinson Jr.  
Ruth A. Keegan  
Donald MacMillan

Albert Nardone  
Robert Nardone  
Fern M. Schofield

WEIGHERS OF GRANITE

Robert H. Bell  
Gloria Brown  
Edward Chouinard  
Roger L. Masson

Ruth Murray  
Paul Nolin  
Joseph H.R. Simard  
Elizabeth Witts  
Sylvia Whitten

MEASURERS OF WOOD AND BARK

Chester Caless  
John A. Kimball  
Stanley M. Kimball  
Roger Melancon

Albert H.G. Picking  
Carlton Rooks  
Kenneth A. Wilson

FENCE VIEWERS

Albert H.G. Picking  
Charles VanLandeghem

FIELD DRIVERS

Thomas Holmes  
Sylvio Brule  
Frank Vennard

CARETAKER OF WHITNEY PLAYGROUND  
TOWN COMMON & MONUMENTS

George W. Wyman

CUSTODIAN OF TOWN HALL

Clayton L. Dearth

HISTORICAL COMMISSION

Grace Forty	Term expires June 1978
Edward Chambers Jr.	Term expires June 1978
Arnold Wilder	Term expires June 1978
Florian Woitowicz	Term expires June 1979
Richard Emmet	Term expires June 1979
Alexander Belida	Term expires June 1980
Bernice Picking	Term expires June 1980

COUNCIL FOR CHILDREN

Geraldine LeMoine

REGIONAL TRANSPORTATION AUTHORITY

Ronald Kangas  
Carl Lyman, Alt.

SELECTMEN REPRESENTATIVE TO BOARD OF DIRECTORS  
OF COMMUNITY TEAMWORK INC.

Helena Crocker

SELECTMEN'S REPRESENTATIVE TO CAB

Ronald Kangas  
Carl Lyman  
Helena Crocker

COMMUNITY CENTER COMMITTEE

Joseph Lapiana	Ellen Harde
Lois J. Otterson	Joan Shelvey
Jean Schaub	Mary J. Cassidy
Avis Hooper, Director	Dana Atkinson

INDUSTRIAL DEVELOPMENT FINANCING AUTHORITY

Joel Uher	Term expires June 1978
Alan Eckel	Term expires June 1978
Philip Chrusz	Term expires June 1979
Mark Mulligan	Term expires June 1980
William Poist	Term expires June 1980
William O'Connor	Term expires June 1980



SANITARY LANDFILL RELOCATION STUDY COMMITTEE

Richart S. Emmet Jr.  
William O'Connell  
William Collins  
Robert McCusker

Richard Lewis, Chairman  
Arnold O'Brien  
Donald Porteous

MOSQUITO ADVISORY COMMITTEE

John Gagnon  
Thomas Lumenello  
Robert McCusker  
Stuard Hildreth Jr.

CIVIL SERVICE STUDY COMMITTEE

John J. Kavanagh  
Richard S. Emmet Jr.  
Thomas Cullen  
Francis P. Harte  
Douglas R. Johnston

Joseph Connell  
Douglas Deware  
Robert Welch Jr.  
John Flavell

TOWN AIDE

Helena Crocker

PARKER VILLAGE RECREATION COMMITTEE

Rodney Palmer  
Louis Ashley  
Sheri Preston (Resigned)

Robert Freeman  
William Ewers  
Robert Armstrong

250th ANNIVERSARY COMMITTEE

Barbara Brewer  
Allan Carlson  
Clayton Dearth  
Jane Swanson  
Denis Watson, Chairman  
Shirley Anderson

Eleanor Ellis (Honorary  
Member)  
Joanne Hall  
Constance Robinson  
Irene Szylvian  
Alfred Wyman  
Enid Vaughn

COMPUTER NEEDS STUDY COMMITTEE

John Flavell  
Donald Bradnese  
Larry Chute  
Richard LaVoie  
David E. Levey  
Robert Shuckhart  
Gardner Trask  
Peter White

Term expires June 1978  
Term expires June 1978  
Term expires June 1978  
Term expires June 1978  
Term expires June 1978  
Term expires June 1978  
Term expires June 1978  
Term expires June 1978

COMPUTER NEEDS STUDY COMMITTEE

William Levering, Associate Member	Term expires June 1978
Anthony Martinez, Associate Member	Resigned
Donald Pacini, Associate Member	Term expires June 1978
Howard Schutzman, Associate Member	Term expires June 1978

INSURANCE STUDY COMMITTEE

Francis Harte	Term expires June 1978
Ronald Farris	Term expires June 1978
Mark Scolnick	Term expires June 1978
Gerard Arceiero	Term expires June 1978
Donald O. Nipps, Associate Member.	Term expires June 1978
Dorothy Winslow, Associate Member	Resigned

POLICE ROSTER

CHIEF OF POLICE

Joseph R. Connell

SERGEANTS

Douglas L. Deware  
David Hogg  
Donald Bancroft  
Edward Cossette

PATROLMEN

Sylvio Brule  
Francis Chandonait  
Warren DeForge  
Thomas DeLegge  
William Dugan  
Dennis Haran  
George Higgins  
Terence Kane

Milton Kinney  
Keith Kiberd  
George MacGregor Jr.  
Paul Montminy  
Timothy Pomerleau  
Joseph Roy  
Robert Smith  
Robert Welch Jr.

PERMANENT INTERMITTANT OFFICERS

William Hubbard III  
Raymond Peachy  
Robert Perkins Jr.

Edward Rochon Jr.  
Richard Shaw

TRAFFIC SUPERVISORS-SCHOOL

Barbara Buchanan  
Beverley Gagliardi  
Donna Gelinis

Elizabeth Johnson  
Marjorie Pierce  
Pamela Hardy (Sub)  
Elaine Magdalenski (Sub)

CONSTABLE

Joseph R. Connell



SPECIAL POLICE OFFICERS

Robert Allard  
John Antonelli  
Mark Avery  
John Axon  
Robert Ayer  
William Barnett  
Wallace Bechard  
Mark Berberian  
Thomas Borden  
James Brown  
Leo Connell  
Douglas Cook  
Roland Cote  
Allen Crocker  
Robert Dacy  
Edmond Daignault  
Robert Day  
Clayton Dearth  
James Doolin  
Theodore Doucette  
Sumner Edwards  
Edward Finn  
Robert Fitzpatrick  
Francis Flaherty  
Michael F. Flood  
David Foster  
Michael Gower  
Kenneth Grace  
Daniel Hanley  
Rene Hanson  
Burleigh Hatch  
Durfee Hill  
Thomas Holmes  
Harold Hoover  
Michael Jelley  
Christos Koravos  
Thomas Lafionatis  
Harry Lamb  
Kenneth LaVallee  
Robert Legacy  
Alexander LeCourt  
Phillip Lord  
William Lyons

Fred Magdalenski  
Robert McCusker  
Thomas McLaughlin  
Edward McLenna  
William McMillian  
Wallace E. MacQuarrie  
Lucien Menard  
Roger Menard  
Ronald Moreno  
Richard Moffie  
Conrad Monty  
Paul Murray  
Anthony Niemaszuk  
Bernoldt Nystrom  
Louis Oliver  
Robert Perkins Jr.  
Albert Picking  
Everett Randall  
Alfred Reeves  
John Reeves  
Charles Reynolds  
Uldege Ricard  
Frederick Rogers  
Maurice Rooks  
Joseph Roy  
Kenneth Russell  
John Sanders  
Kenneth Saunders  
Herbert Sauve  
Glen Schermerhorn  
John Shannon  
John Spadano  
Thomas Stiling  
Edmond C. Szylvian  
Edward Szylvian  
George Tibbets  
John Walsh  
Ivan Whitney  
Richard Whitney  
George Wyman  
George Young  
Nicholas Zaher

## SPECIAL POLICE OFFICERS

### ACTON

Donald Bresnick  
Calvin Cain  
Paul Cogan  
Charles Coggins  
Robert Cowan  
George Dustelaris  
Lawrence Dupont  
Chauncey Fenton  
Richard Gervais  
Brian Goodman  
William Hayes  
Bernard Harrison

Ronald Johnston  
Robert MacLeod  
Stephen McCarthy  
Paul McGovern  
John McKniff  
Bruce Nadeau  
Robert Parasi  
Robert Rhoda  
George Robinson  
Thomas Roger  
Dennis Thompson  
Francis Widemayer

### AYER

William Adamson  
Arthur Boisseau  
Walter Decot  
Ernest Downing  
Arthur Flynn  
James Harris  
James Lenay  
Robert McCoy  
Domenic Pugh  
Stanley Randall  
Charles Scott  
Elmer Whitehead

### CHELMSFORD

Chief Robert Germann  
Sgt. Leslie Adams  
Sgt. Armand Caron  
Sgt. Walter Edward Jr.  
Sgt. Pennryn Fitts  
Sgt. James Greska  
Sgt. William McAllister  
Sgt. Raymond McKeon  
Ptlm. Richard Adams  
Ptlm. Edgar Auger  
Ptlm. John Bell  
Ptlm. Mark Burlanachi Jr.  
Ptlm. Steve Burns  
Ptlm. John Campbell  
Ptlm. Lance Cunningham  
Ptlm. Patrick Daley  
Ptlm. Frederick Dillion  
Ptlm. John Donovan  
Ptlm. Kenneth Duane  
Ptlm. Blair Finnegan  
Ptlm. Charles Hadley  
Ptlm. John Harrington  
Ptlm. Edwin Hodgson  
Ptlm. James Kerrigan  
Ptlm. Ronald Leash  
Ptlm. Roland Linstead  
Ptlm. Russell Linstead  
Ptlm. John Mack  
Ptlm. Raymond McCusker  
Ptlm. Henry McEnaney  
Ptlm. James Midgley  
Ptlm. Philip Molleur  
Ptlm. Thomas Niemaszuk  
Ptlm. John Redigan  
Ptlm. Edward Rooney  
Ptlm. John Sousa  
Ptlm. William Strobel

Ptlm. Robert Trudel  
Ptlm. Edward Udele  
Ptlm. Daniel Walsh  
Ptlm. Eugene Walsh  
Ptlm. John Walsh

### GROTON

Chief Mayo Darling  
Sgt. Edward Morse  
Ptlm. James Downs  
Ptlm. Paul Pepin  
Ptlm. John L. Sabol  
Ptlm. Gary Robertson  
Ptlm. Murdo McLeod  
Ptlm. Douglas Hatch  
Ptlm. George Ryder  
Ptlm. Peter Connolly  
Ptlm. Deborah Pepin

### LITTLETON

Chief Bruce Barker  
Sgt. Paul Hollingsworth  
Sgt. Thomas W. O'Dea  
Insp. Wendell Brown  
Insp. William Kypriotes  
Ptlm. Rodney Bishop  
Ptlm. John Hagen  
Ptlm. Joseph Lombardo  
Ptlm. William Oldenquist  
Ptlm. Harry Plourde

SPECIAL POLICE OFFICERS

TYNGSBORO

Chief Harold Piverotto  
Capt. Charles Chrviropoulos  
Lt. Michael Kiloski  
Sgt. Paul Deslauriers  
Ptlm. Ray E. Anderson  
Ptlm. Roger Bergeron  
Ptlm. Howard Given  
Ptlm. William Hurst  
Ptlm. Raymond Knisley  
Ptlm. Roger G. Lemire



# JURY LIST - 1977

Adams, Richard S.	26 Fletcher Rd.	Air Tr.
Anderson, Howard V.	18 Bridge St.	Barber
Atwater, Ronald	25 Old Homestead Rd.	Sls. Mgr.
Beard, Jean M.	8 Fourth St.	At Home
Bedell, John Temple, Jr.	136 Carlisle Rd.	Prod. Mgr.
Bradaneese, Donald F.	8 Blue Ridge Rd.	Sys. Analyst
Brown, John E.	17 Heywood Rd.	Prod. Mgr.
Brown, Patricia A.	4 George Ave.	Housewife
Bruce, David A.	27 Hillside Ave	Shpr-Rec.
Bruck, Howard P.	11 Crusade Rd.	Sls. Engineer
Buffo, Frank A. Jr.	16 Heywood Rd.	Mech. Engineer
Capone, Alfred R.	11 Lake Shore Dr. S.	Co-ord.
Carroll, Laura L.	14 Lucille Ave.	Tech. Typ.
Champey, Carol M.	18 First St.	Housewife
Clayton, Richard T.	8 Tower Rd.	Muscn.
Cobleigh, David B.	4 Oak Rd.	Layout Art.
Cook, Douglas C.	40 Crown Rd.	Mech. Designer
Considine, John J.	16 Banbury Dr.	Dsgn. Engineer
Culver, Richard L.	9 East Prescott St.	Comp. Serv.
Daniele, Albert J.	17 Salem Rd.	Qual. Control
Denisevich, Cecelia A.	17 Pine St.	Housewife
Driscoll, Richard J.	9 Wayne Rd.	Programmer
Dubey, Sandra C.	3 Cross St.	File Clerk
Earnshaw, Robert	10 Williams Ave.	Clerk
Ellis, Eleanor C.	5 Willow St.	At Home
Evans, Ellsworth J.	18 Polley Rd.	Engineer
Everhart, Pearl M.	5 Cummings Rd.	Office
Fellows, Herbert E. Jr.	22 Brookside Rd.	Unempl.
Fitzpatrick, Frederick J.	63 N. Main St.	Elecn. Rpr.
Foust, Fred S.	8 York Ave.	Unempl.
Fowler, Thomas B.	9 Dorris Rd.	Elctr. Tst.
Franz, Clement F.	9 Beaver Brook Rd.	Engineer
Fullford, Pamela E.	3 Cold Spring Rd.	Unempl.
Gervais, Constance L.	76 Forrest Rd.	P.C.Bd. Insp.
Gilbert, John M.	9 Long-Sought-For Rd.	Programmer
Gizara, William A.	20 Flagg Rd.	Manager
Gower, Lorraine T.	29 Graniteville Rd.	Housewife
Giuffrida, Eileen R.	8 Elm Rd.	Housewife
Grimm, Kenneth	92 Nutting Rd.	Lineman
Guillemette, Lorraine L.	67 Nutting Rd.	Clerk-Typ.
Holt, John W.	19 Trails End Rd.	Banker
Hutchins, Keith A.	10 Fir Rd.	Grdn. Ctr. Mg.
Jaquith, Robert A.	56 Tyngsboro Rd.	Asst. VP & Mort.
Jurgeleit, Willi	13 Drawbridge Rd.	Instr. Delp. Anlyst.
Jursa, Alta P.	8 Snow Dr.	Retired

Keefe, Robert E.	50 Newport Drive	Spr.F.Eng.
Kerbawy, Margaret R.	3 Craig Circle	Housewife
Kitner, John	66 Broadway St.	Self-empl.
Knapp, Charles F.	46 S. Cheimsford Rd.	Raytheon
Kuja, Lawrence R.	16 Pond St.	El. Tech.
Kusmin, Judith	72 Main St.	Housewife
Lamb, Virginia Lee	4 Winding Way	Exec. Sec.
Lang, Cindy	254 Littleton Rd.	Clerk
Lech, Joseph M.	4 Kings Rd.	Elec. Tech.
Letourneau, Emery W.	144 Keyes Rd.	Auto Body
Lorentzen, Dorothy P.	14 Chestnut Rd.	Clr. & HW
Mallory, Frank T.	1 Sherwood Dr.	Sales Manager
Marchand, Donna L.	43 Stony Brook Rd.	Bookkeeper
Mell, Roger D.	1 Claire Circle	Printer
Michaud, Gerald G.	10 North St.	Meat Ctr.
Miller, Karen P.	5 Bayberry Rd.	Housewife
Milne, Constance C.	12 Pine Rd.	Housewife
Morales, Virginia R.	63 Griffin Rd.	Housewife
Nolan, Sandra M.	6 Lillian Rd.	Asst. Red.
Oliverson, John R.	6 Coolidge St.	Tel. Engineer
O'Mally, Robert J.	17 Williams Ave.	P.O.
Parker, Martha B.	19 Hartford Rd.	Tutor
Paquette, Maurice J.	2 Stratton Hill Rd.	Supervisor
Parsons, Robert G.	6 Mulberry Lane	Compositer
Pennington, Carrie S.	6 North Hill Rd.	Housewife
Porter, Roger W.	7 Myrtle Ave.	Food Str. Mgr.
Powers, Janice L.	14 Woodbine Terrace	Housewife
Preston, Maxine A.	33 Texas Rd.	Office Wk.
Raymond, Hubert V.	5 River St.	Retired
Richter, Frank G.	Old Rd.	Foreman
Selfridge, Earl B.	14 Acton Rd.	Frmn. Fnsh. Crp.
Selman, Virginia W.	29 Banbury Dr.	Secretary
Shibilia, Charles A.	19 Tenney Rd.	Lab. Technician
Smith, Stanley B. Jr.	99 Lowell Rd.	R & D Manager
Stankard, Kevin W.	45 Lake Shore Dr. N.	Inv. Analyst
Stepinski, Joseph	19 River St.	Driver
St. Onge, Norman B.	20 Lake Shore Dr. S.	Truck Driver
Snow, James M.	94 Old Lowell Rd.	Civ. Defense
Sundberg, Douglas	37 Lake Shore Dr. N.	Tr. Drv.
Suzedelys, Stanley	10 Bradford St.	Garage Manager
Swain, Velma L.	34 Forrest Rd.	Office Wrk.
Tandus, John J. III	4 Third St.	Electrician
Thibodeau, Richard A.	18 Fletcher Rd.	Sr. Proj. Plnr.
Thomas, Leslie	1 Court Rd.	Com. Art.
Typrowicz, Wiadedyslaw	70 Providence Rd.	Engineer
Valcourt, Dennis A.	5A Lincoln Ave.	Chef
Visnaskis, John A. Jr.	59 Plain Rd.	Painter

Vose, James D.	2 Franklin St.	Drvr. MBTA
Whigham, Rita E.	18 W. Prescott St.	Secretary
White, Richard	32 Country Rd.	Sales Rep.
Williams, Judy M.	41 Elm Rd.	Waitress
Woodbury, Robert O.	35 S. Chelmsford Rd.	Optcl. Tech.
Zegowitz, Joseph F. Jr.	89 Tadmuck Rd.	Supervisor
Clement, Everett S.	20 Oak Hill Rd.	Sec. Mgr.
Peterson, Paul F.	151 Plain Rd.	Adm. & Plng. Mgr.



ELECTION OFFICERS - 1977

ENROLLED AS DEMOCRAT

Joan Connell  
Cynthia Conry  
Constance Hubbard  
Joan F. Kavanagh  
Paul L. Lahme  
Thelma Lahme  
Barbara Mahanna  
Susan C. Murphy  
Eva Nolan  
Sandra M. Nolan  
Jean Schaub  
Ruth A. Sundberg  
Irene Szylvian  
Cynthia Tremble  
Mary C. Trout

Precinct 1

ENROLLED AS REPUBLICAN

Barbara Aranyi  
Ruth E. Chamberlain  
Jean Chisholm  
Marilyn Day  
Beverly Dearth  
Bette Hook  
Dorothea E. Jordan  
Jeanne A. Laushine  
Carolyn Luminello  
Marjorie R. Pierce  
Madeline E. Tambito  
John F. Sanders  
Elizabeth Shaw  
H. Arnold Wilder  
Marjorie E. Wyman

Precinct 2

Della C. Bechard  
Dorothy Bergamini  
Rita Casparro  
Cecelia Denisvich  
Frances Forrest  
Suzanne Goetz  
Vivian C. Hanson  
Dorothy Healy  
Virginia Healy  
Mary S. Koziol  
Annette Milot  
Frances Pellegrino  
Ellen R. Regan  
Veronica M. Sullivan  
Margaret F. Tebbetts  
Irene A. Woznac  
Ronald M. Woznac  
Nancy Wyman

Howard V. Anderson  
Carl O. Benson  
Ruby C. Benson  
Reginald Blowey  
Alice Day  
Emily Door  
Grace G. Forty  
Kathleen M. Forty  
Alice Freeman  
John F. Gagnon  
Jeannette Gagnon  
Ruth N. Hall  
Shirley Jaquith  
Lois O. Jewett  
Ellen Malinowski  
Alice Morrill  
Joan O'Brien  
Bernice Picking  
Dorothy Swanson  
Marie T. Terenzio  
James T. Timberlake  
Janet F. Timberlake

Precinct 3

Mary Berube  
Mary E. Berube  
Joseph E. Connolly  
Mary Glynn  
Patricia A. Holmes  
Harry C. Johnson, Jr.  
Marie McLaughlin  
Patrick J. McEnaney  
Elaine Maciak  
Donald Narankevicius  
Kathleen Narankevicius  
Anthony Niemaszyk  
Jennie M. Niemaszyk  
Jacqueline V. Pehrson  
Regina Sherburne  
JoAnn L. Webster  
Elaine V. Wilson  
Esther S. Wyman  
Nicholas P. Zaher  
Verna M. Zaher

Winifred Bergsten  
Barbara Brewer  
Barbara Capone  
Patricia Chaney  
Marcia Crossley  
Phyllis Forsythe  
Joan T. Hopf  
John P. McDermott  
Ian MacPherson  
William G. Millane  
Diane Poynton  
Donald Robinson  
Cynthia L. Roper  
Mary VanNorden  
Joanne M. Vaughn  
Joanne L. Whitney

Precinct 4

Mary P. Cote  
Jacqueline L. Cunniffe  
Helen T. Desmond  
Rena Jeddrey  
John W. Kelly  
Philip Lord  
Sarah L. McKniff  
Thomas J. McKniff  
James W. Mungovan  
Sally Reeves  
Viateur A. Ricard  
Mary B. Sawosik  
Bertha J. Smith  
Robert J. Spinner  
Alfreda E. Spinner  
Eleanor T. VanLandegham

Gloria Bacon  
Gregory Bacon  
Bertha Cornwall  
Edith M. Crawford  
Frances L. Fletcher  
Edith Greenslade  
Helen Lyons  
Marion J. MacQuarrie  
Wallace W. MacQuarrie  
Marion Rogers  
Lillian M. Scott  
Pamela West

# BIRTHS

Recorded by the Town Clerk - 1977

<u>DATE</u>	<u>NAME</u>	
Feb 19	Abrano Bryan Frank	Frank M & Kim S (Boudway)
Dec 28	Anderson Jenny Reese	Donald A & Nancy A (Tompkins)
May 13	Andresen Craig Robert	Robert A & Deborah L (Davarich)
Dec 15	Bartel William Joseph	John V & Ann M (Nile)
Jun 10	Baumgardner Eric Lee	William B & Janis C (Baker)
Dec 2	Beebe Heidi Ann	Michael J & Kathleen M (Brousseau)
Jun 29	Boyd Kevin Michael	Dennis G & Cynthia L (Brule)
Dec 9	Bradley Benjamin Hitchcock	Kent D & Sharon M (Eielson)
Feb 16	Buckingham Thomas Martin	James E & Cindy L (Ducharme)
Feb 12	Cahill Bernard William	Ronald J & Anne E (Middendorf)
Jun 28	Caissie Lance Eric	Joseph F & Carol R (Nelson)
Feb 13	Caron James Michael	John D & Marjorie C (Znoj)
Mar 15	Carpenter Alisa Marie	George D & Darlene C (Winnett)
Dec 6	Carrigan Katelyn Mary	Walter E & Vivian L (Bloniarz)
Mar 21	Caruso Robert Arthur	Robert A & Mary L (Casey)
Dec 25	Chabot Catherine Grace	Arthur A & Carolyn M (Farley)
Mar 22	Clement David Michael	Alfred F & Gloria M (Lemire)
Mar 12	Cockerline Jason Michael	Timothy J & Mary F (Magee)
Oct 23	Cook Andrew Joseph	Richard P & Rose C (MacAdam)
Jun 9	De Bilio Julie Ellen	Joseph C & Linda A (Ruta)
Jul 24	Demitropoulos Dean Peter	Peter & Patricia A (Malliaros)
May 28	Dennechuk Sarah Elizabeth	Peter & Linda A (Gannon)
Oct 30	Downe Christopher Charles	Richard A & Bonnie (Beaumont)
Nov 25	Driscoll Christopher Shaun	
	Molloy	Richard J & Joan L (Farady)
May 24	Driscoll Ryan Erik	John P & Mary K (O'Keefe)
Oct 17	Dubey Jennifer Lynn	Brian B & Shelly J (Morency)
Apr 30	DuBosky Michael Nicholas	Louis A & Bridget (Kavanagh)
May 24	Duff Samuel John	Gary F & Cheryl E (Paolini)
Sep 28	Durost Heather Lynne	Robert A & Nancy J (Milne)
Oct 30	Eastman Jason Charles	Richard C & Janet A (Leccese)
Apr 5	Eves Ethan Eugene	Ellis E & Katherine M (Fitzgerald)
Dec 10	Ewers Erika Lynne	William & Paula M (Giere)
Dec 19	Fadjo Vanessa Constance	Daniel L & Rebecca A (Hale)
Jul 16	Farris Jennifer Ann	Ronald W & Donna L (Born)
Feb 28	Fellows Karyn Anne	Herbert E & Sandra M (Freitas)
Sep 29	Fellows Mark William	William P & Katherine A (Wilson)
May 16	Finney Kelly Marie	Ralph W & Cheryl A (Little)
Jul 19	Fisher Lauren Elizabeth	David B & Arlene L (Plennert)
May 26	Fowler William Charles	Basel W & Ann E (Bellis)
Dec 12	Frost Stephanie Annie	Richard H & Linda D (Patterson)
Jan 13	Gagne Claudine Michele	Robert A & Rita M (Thomas)
Aug 10	Gaudet Charles Edward Jr.	Charles E & Louise A (St Hilaire)
Jan 17	Gauthier Karin Michelle	Robert M & Sherry L (Swanson)
Feb 6	Gildroy Ann Hopkins	Clarence T & Elizabeth A (Lee)
Feb 19	Goguen Jill Marie	Michael J & Sheryl A (Thompson)
Mar 9	Grady Tina Lynn	Donald J & Cynthia L (Hodge)
Jun 23	Gremn Lela Ann	Eric C & Jean E (Ross)
Oct 13	Greven Gregory Peter	Peter G & Mary (Lucas)



Nov 21	Gross Christopher Paul	Paul J & Darlene Y (Olson)
Mar 23	Grossman Michael Aaron	Neil T & Ethyl (Solomon)
Oct 23	Gullage Kelly Marie	John & Paula M (Verrier)
Oct 17	Hackbarth Andrew Douglas	Paul M & Stephanie H (Franck)
Jun 3	Hall Joanne Marie	Robert J & Cynthia (Strachan)
Nov 23	Healy Jonathan Eric	Brian W & Wendy J (Swanson)
Oct 31	Heider Michael Joseph	Michael J & Kathryn F (Knowlton)
Nov 20	Henry Stephen Brian II	Stephen B & Mary Ann (Hanson)
Apr 29	Hermans Kenton Stewart	William S & Beverly J (Wood)
Sep 7	Herrelko Emily Erin	David A & Janet M (O'Hearn)
Jun 16	Hersey Kathryn Lee	Rick E & Linda L (Cyr)
Feb 21	Hofmann Benjamin Curtis	Matthew C & Lorraine B (Bashaw)
May 10	Holt Christopher Wayne	John W & Jaonne M (Carlson)
Apr 11	Hong Eugene Cheeryeh	Henry Y & Margaret H (Jau)
Feb 28	Horton Matthew David	Daniel J & Katherine M (Sturges)
May 9	Hosmer Adam Breck	Paul B & Dian L (Herbert)
May 5	Hreha Paul Michael	Michael A & Susan E (Melville)
Aug 18	Hubbell Richard Benjamin	Richard H & Mary Louise S (Langan)
Sep 1	Hudson Kelly Alice	Thomas H & Maura J (Winn)
Dec 9	Jacques Kyle Milton	Steven L & Joyce E (Stevens)
Jun 5	Jefferies Taran Lache	Robert S & Ann B (Robbins)
Nov 11	Katis Mark Anthony	George J & Sarah S (Chicres)
Aug 1	Kennelly Maureen	Martin L & Irene L (Regan)
Apr 9	Knott Matthew James	Douglas A & Kathleen A (Gray)
Jul 26	Knowles Zachary Randall	Randall F & Karen E (St Onge)
May 6	Kovalchek Jennifer Ann	George S & Nancy L (Rouleau)
Oct 25	Lahue Lori Ann	Robert S & Patricia A (Brule)
Jan 21	Lally William Joseph	John P & Patricia A (Pearce)
Dec 1	Lavigne Jennifer Chrystie	Francis J & Judith M (Parker)
May 23	Leedberg David Harris	David A & Della E (Wickens)
Feb 26	Lehman Danielle Gale	Lawrence W & Florence L (Gale)
Feb 11	Lorenze Keith Robert	Robert V & Susan L (Sherwood)
Oct 26	Lyman Megan Elizabeth	Kevin H & Carol A (Fernsten)
Aug 22	Lysak Stefan Arpad Eugeniusz	Eugene S & Patricia L (Requa)
Nov 14	Magnuson Jeffrey Nelson	John H & Barbara J (Gowen)
Jan 18	Mahan David John	John F & Kathleen J (Erickson)
Jul 17	Marchand Brent Joseph	David E & Janet M (Zelukiewicz)
Apr 27	Mazur Charles	Charles J & Patricia R (Amlaw)
Jan 31	McGovern Kathleen Marie	James L & Sharon E (Tatlock)
May 12	McLatchy Jennifer Lynn	Harold L & Joyce E (Mason)
Dec 29	Menzie Heather Brooke	Charles A & Barbara A (Reis)
May 12	Merrill Jessica Lynne	David A & Susan B (Geffen)
Dec 9	Miller Frank Adam II	Frank A & Karen A (Ayotte)
Jan 20	Mladsi Rebecca Ann	George & June A (Chadbourne)
Aug 15	Moore Jason Winthrop	Gary W & Pauline S (Ramonas)
May 18	Moter Jonathan Bryan	John T & Jutta (Paalberg)
Nov 13	Mountain Erik Ivan	Edward P & Kelley A (Clough)
Mar 26	Mulkerin Ross	John P & Kathleen A (Sawicki)
Jan 11	Murray Jeffrey James	James P & Christine G M (Raby)
Apr 27	Murray Stephen Francis	George E & Norma J (Regan)
Jul 21	Najjar Tara Elizabeth	Ali E & Wanda E (Smith)
May 4	O'Brien Susan Erin	Aronld L & Joan M (McDonald)
Sep 19	Ostlund Deborah Lee	George R & Donna E (Day)
Jun 27	Ouellette Rebecca Elizabeth	Richard R & Sandra L (Kendall)

Oct 6	Palmer Michael Collins	Frederick C & Carolyn A (Wilcox)
Nov 13	Parke Christian Robert	Robert W & Marybeth (St Martin)
Dec 7	Peachey Heather Rae	Raymond V & Deborah J (Doyle)
May 17	Peirce Heather Jane	Allan W & Sandra J (Rosa)
Mar 27	Peschier Karen Ann	John R & Maureen E (Powers)
Aug 3	Piekos David Matthew	Stanley D & Patricia E (Gilfillan)
Apr 6	Plaisted Roger Burton Jr	Roger B & Mary J (Richards)
May 22	Plantier Eric Jason	Dick R & Corinne L (Winn)
Jan 17	Plourde Amy Jennifer	Harry J & Shirlee A (Frasier)
Feb 25	Poehler Daniel Dickinson	Peter K & Karen A (Dickinson)
Nov 16	Pond Bethany Jean	Thomas H & Sarah B (Gianakos)
Apr 13	Priest Nicole Marie	Michael A & Lorraine A (LeBrun)
Aug 17	Rank Tanya Mary	James J & Deborah M (Zani)
Nov 2	Reid Amelia Claire	Charles V & Calire M (Poitras)
Mar 30	Ricard Christopher David	David P & Rita A (Silveria)
Aug 21	Richardson Kris	William J & Sandra L (Fessia)
Oct 5	Rickard Amy Elizabeth	Daryl B & Janice K (Roberts)
Jun 19	Rogers Melinda Rose	Anthony B & Brenda H (Tebbetts)
Mar 20	Rooney Megan Patricia	Edward M & Patricia A (Morabito)
Dec 17	Ruggiero John Anthony	Philip A & Susan M (Giavaras)
Nov 8	Sarcia Matthew Robert	Domenic R & Rosemary T (Addesa)
Feb 9	Sawyer Erica Mary	Gary G & Pamela C (Anderson)
Feb 16	Sennott Ryan Albert	Ralph J & Kathleen M (Kuhn)
May 28	Seymour Eric Francis	Peter L & Marilyn F (Koch)
Jan 10	Shaw Jessica Ruth	Robert & Elizabeth R (Needham)
Nov 30	Shea Michael Weston	Stephen A & Sharon A (Bertrand)
Apr 11	Shuckhart Lindsay	Robert W & Paulette (Schoening)
Dec 4	Simoglou Christopher Andrew	Andrew A & Yiota (Gianacakes)
Aug 31	Smith Elliott Andrew	Gary R & Judy D (Alterman)
Jun 10	Spiecker Robyn Meredith	Ray G & Diane L (Burger)
Oct 25	Stalker Allison MacLean	Douglas W & Cynthia S (White)
Apr 23	Stephenson John David	Stephen K & Linda A (Walsh)
Nov 1	Struzziero Kerriann	Alexander E & Patricia A (Letford)
Dec 1	Sudak Dean Palmer	Peter N & Mary B (Healy)
Feb 25	Talty Jacob Bliss	Mark B & Doreen M (Desroches)
Mar 2	Terani Kendra Ann	Stephen J & Gayle C (Nelson)
Mar 21	Thivierge Aaron Lee	Ronald P & Sandra L (Shawcross)
Feb 3	Thompson Heidi Ann	Gary G & Carolyn A (Siciliano)
Feb 28	Tierney Robert Patrick II	Robert P & Cynthia J (Layman)
Aug 4	Tsoukalas Katherine Olga	George C & Joan M (Mavrogianis)
Nov 19	Verrecchia Nikolas James	Anthony S & Johanne L (Swanson)
Sep 27	Walsh Timothy	William E & Kathleen A (Sullivan)
Sep 2	Wark Rebecca Ann	Ronald D & Marcia M (Drake)
Sep 9	Weeks Greg Alan	Alan E & Donna M (DeAntonis)
Apr 19	Wegener Courtney Deane	Keith M & Cynthia A (Johnson)
Jul 13	Willis Jeremy Chandler	John K & Deborah M (Travis)
Mar 23	Wyman Anthony Wayne	Robert W & Cathy A (Chipolone)
Mar 17	Zarth Christie Lee	Barry W & Susan J (Hambling)
Mar 4	Ziegler Nadja Joanne	Peter & Verena (Fischbacher)



MARRIAGES  
Recorded by the Town Clerk - 1977

<u>DATE</u>	<u>NAME</u>	<u>AGE</u>	<u>RESIDENCE</u>	<u>BIRTHPLACE</u>
Aug 26	Aaron Joseph	19	Westford	Skowhegan Me
	McNulty Darlene	19	Chelmsford	Lowell
Oct 29	Adams Craig L	22	Lowell	Lowell
	Hurley Beverly Ann	20	Westford	Lowell
Feb 11	Alcorn Lawrence A	43	Westford	Lowell
	Bourque Gloria J	32	Billerica	Lowell
Jun 11	Antos James Michael	23	Westford	Southbridge
	LaFontaine Nancy Ann (Young)	28	Westford	Lowell
Apr 10	Ashford Donald S	19	Westford	Vermont
	Champey Cheryl A	18	Westford	Lawrence
Mar 18	Aylsworth Willet G Jr	64	Wilmington	Boston
	Goosney Susie M (Smith)	58	Westford	Newfoundland
Aug 13	Barry Mark K	22	Groton	Cambridge
	Byron Paula	19	Westford	Concord
Jan 8	Bartlett Dana W	22	Westford	Northhampton
	Horrigan Maureen A	21	Gardner	Gardner
Jan 31	Beckwith John Mel	20	Nashua NH	Lowell
	Keniston Sheryle Anne	19	Westford	Dover NH
Jul 15	Blacker Paul Nichols	40	Westford	Boston
	Guzzetti Jane Margaret (Trundle)	34	Westford	Newton
Nov 5	Blake John F III	32	Chelmsford	New York
	Terrien Cynthia J (Banks)	35	Westford	Lowell
Feb 19	Blodgett Raymond Warren	24	Haverhill	Raleigh NC
	Brace Deborah Joyce	18	Haverhill	Newburyport
Dec 4	Brodeur Wilfred P Jr	28	Westford	Fitchburg
	Kierstead Cindy Jean	21	Westford	Arlington
May 14	Brown Gordon D	26	Dorchester	Chicago Ill
	Lenski Sally I	27	Dorchester	Lansing Mich
Jul 9	Bryn Steven	21	Billerica	Newburgh NY
	Treat Julia Susan	22	Westford	Torrance Cal
Apr 30	Buchanan Richard	28	Waltham	Somerville
	LaCourse Judith Ann (Boure)	25	Lowell	Boston
Jul 2	Buckley Frederick T	38	Lowell	Lowell
	Richardson Carol J (Pelletier)	28	Lowell	Lowell
May 14	Campbell Gordon Samuel	47	Westford	Quebec Can
	Harney Kim (Chung)	41	Chelmsford	Japan
Sep 10	Cloutier Ronald A	26	Westford	Lowell
	Manchenton Joan M	20	Westford	Lowell
Mar 26	Connell Allan S	23	Westford	Lowell
	Perkins Theresa A	22	Westford	Atlanta Ga
Feb 26	Cote Ernest E Jr	22	Westford	Worcester
	Woods Cynthia E	18	Westford	Ayer
Jun 12	Crocker Richard K	21	Westford	Lowell
	Parent Denise M	20	Westford	Lowell
Jul 23	Cussick William R	39	Lowell	Dracut
	Blouin Carol A (Madore)	30	Westford	Salem
May 28	Deforge Richard	26	Westford	Lowell
	Hagan Mary	22	Tyngsboro	Acton

Oct 22	DeLuca John R	24	Townsend	Brooklyn NY
	Morrissey Gail Ann	31	Westford	Concord
May 15	Dimond Douglas	21	Westford	St Louis Mo
	Cunniffe Charlene M	21	Westford	Waltham
Sep 3	Drolet Kevin	21	Westford	Lowell
	Finnegan Kathleen	23	Lowell	Lowell
Jun 25	Dubey Joseph T	80	Westford	Orona Me
	Cote Bernadette (Lamy)	73	Westford	Canada
Jun 4	Ducharme Steven R	21	Westford	Lowell
	Blanchard Audrey M	19	Westford	Lowell
Oct 9	Dunn James E Jr	22	Billerica	Newton
	Valcourt Margaret A	21	Westford	Lowell
Sep 4	Elliott Charles Richard	22	Shirley	Columbia SC
	Rakip Linda Ann	21	Ayer	Ayer
Jul 9	Elliott Thomas E	26	Westford	Woburn
	Landry Arlene Theresa (Brunelle)	27	Westford	Lowell
Oct 23	Emanouil John	24	Chelmsford	Lowell
	O'Dea Linda L (Kilcoyne)	24	Westford	Somerville
Oct 14	Faid Brent D	18	Westford	Baltimore Md
	Birt Lea Anne	18	Boxboro	Princeton NJ
Dec 17	Fisher Charles P Jr	32	Concord	Boston
	Colvin Barbara A (Judson)	29	Westford	Patterson NJ
Oct 29	Fontes Raymond Jr	18	Westford	Lowell
	Cross Brenda	17	Westford	Lowell
Feb 17	Foster Richard E	30	Westford	Lowell
	Paquette Geraldine R (Shover)	38	Dracut	Richford Vt
May 14	Francisco Michael A	24	Lowell	Lowell
	Basner Judith M	24	Westford	Ft Smith Ark
Sep 10	Franzek Dana L	21	Littleton	Ayer
	Hodge Donna M	20	Westford	Lowell
Aug 27	Frizzell Jason D	25	Westford	Lawrence
	Ricca Susan A	24	Westford	Flushing NY
Feb 5	Gamester Chester G	69	Westford	Woburn
	Colbath Miriam Nancy (Loguercio)	55	Westford	Lynn
Jul 30	Gendron Brian G	26	Lowell	Lowell
	Donnelly Kathleen A	25	Westford	Lowell
Aug 13	Godfroy Maurice	23	Lowell	Lowell
	Ricard Diane	19	Westford	Lowell
Oct 22	Greatorex Frank S Jr	43	Westford	Kearny NJ
	Adams Ardis C (Martell)	34	Westford	Quincy
Aug 27	Greenlaw Kenneth	18	Groton	Lowell
	Hartley Pamela	18	Westford	Lowell
Aug 27	Halpin Robert C	19	Westford	Concord
	Ferrante Mary Ellen	22	Concord	Concord
Sep 16	Harmon Paul D	24	Westford	Concord
	Farnham Christie Anne	21	Westford	Syracuse NY
Sep 10	Hatfield Stephen L	27	Lexington	Cambridge
	McElman Sandra L	26	Westford	Weymouth
Sep 16	Heighes David	21	Westford	Ayer
	Boisvert Susan Jean	19	Westford	Lowell
Aug 20	Hubbard David F	31	Westford	Washington DC
	Vidoli Veronica A (Fitzgerald)	31	Westford	Everett
Jul 16	Hunt William B	35	Westford	Lowell
	Horgan Mary C	30	Concord	Paris Is SC



Aug 20	Jackson Donald Lee	43	Westford	Fresno Cal
	Richards Johnna Lee (Jackson)	33	Westford	Maine
Jul 16	Johnston Thomas A Jr	29	Westford	Winchester
	Gagnon Lynne M	21	Westford	Lowell
Mar 6	Jolin Robert F	34	Westford	Lowell
	Lajeunesse Dorothy <sup>D</sup> (Johnson)			
	(Greenslade)	25	Westford	Riverdale Md
Jan 29	Jong Steven Francis	22	Westford	Boston
	McLoughlin Brenda Marie	22	W Roxbury	Boston
Dec 26	Kaknes Ernest J	60	Lowell	Lowell
	Hoffman Mary F	50	Westford	Gastonia NC
Jul 2	Keating Randy	23	Chelmsford	Clovis NM
	Abreu Linda	19	Chelmsford	Lowell
Mar 14	Keefe Robert E	43	Westford	Watertown
	Vasel Barbara E (Gray)	42	Westford	Wilmington
Dec 9	Kern Alan Joseph	24	W Roxbury	Norwood
	Szidat Susan Gayle	20	Westford	Boston
Nov 12	Kilroy Michael F	21	Westford	Boston
	Rogers Brenda L	17	Westford	Concord
Oct 22	Kinney Thomas A	21	Westford	Lowell
	Huntington Donna L	18	Littleton	Concord
Jul 8	Knowles Randall F	25	Westford	Lowell
	Walsh Karen Elizabeth (St Onge)	30	Westford	Lowell
Jul 17	Kuo Fred Yu K	23	Lowell	China
	Ngo Duc Thuc	26	Westford	Viet Nam
Apr 30	Langley Paul Russell	18	Westford	Lowell
	Robinson Karen Ann	18	Westford	Killeen Texas
Jun 25	LaPointe Daniel E	52	Westford	Lowell
	Halfkenny Betsy (Carkin)	36	Groton	Groton
Feb 12	Lawson Paul Richard	19	Westford	Brighton
	Dalrymple Nancy Lee	16	Lexington	Arlington
Aug 6	Lumpkin John H Jr	19	Littleton	Germany
	Mangold Denise M	17	Westford	Malden
Jun 25	Lupien Leon A	20	Lowell	Germany
	Plunkett Michelle	20	Westford	Phil Pa
Nov 26	Mariano John V	36	Westford	Concord
	Pergakis Rosemary C (Nappellio)			
	(Gradie)	37	Westford	Haverhill
Sep 3	Martin John	23	Westford	Lowell
	McHugh Joan	19	Chelmsford	Lowell
Oct 1	Martin Lionel P Jr	25	Westford	Lowell
	McDowell Diane L	23	Westford	Lowell
Apr 30	McCarthy Johnny Michael	23	Westford	Miami Fla
	House Jan Louise	20	Westford	Concord
Aug 20	McGeown Stephen M	22	Chelmsford	Lowell
	Dussault Kathleen M	21	Westford	Lowell
Sep 24	Metz John G	26	Shirley	Indiana
	Soubosky Pamela A	28	Chelmsford	Lowell
Apr 17	Miller Jeffrey L	21	Chelmsford	Lowell
	Felton Brenda J	18	Westford	Lowell
Apr 2	Moody Kevean J	21	Westford	England
	Belanger Diane Lynn	18	Chelmsford	Worcester
Oct 15	O'Loughlin Thomas A III	24	Westford	Dorchester
	Swan Brenda Lee	22	Westford	Lowell

Jun 18	Olson Edward Roy	21	Westford	Arlington
	Cockerline Christine J	18	Westford	Lowell
Sep 18	O'Neil Daniel P	24	Westford	Lowell
	Borges Theresa M	20	Lowell	Lowell
Apr 23	Orr William T	24	Billerica	New York NY
	House Deborah L	27	Westford	Lowell
Oct 8	Otto Steven F	24	Dracut	Lowell
	O'Malley Carol J	22	Westford	Chelsea
May 27	Ouellette Robert D	24	Lowell	Lowell
	Ricard Catherine J	30	Westford	Lowell
Sep 24	Prescott Robert F	12	Nashua NH	Lowell
	Hayward Karen Marie	18	Westford	Cambridge
Jun 4	Pritchard Charles W	27	Westford	Denver Colo
	Faulkner Elizabeth	21	Tyngsboro	Lowell
May 21	Quigley Stephen O	31	Westford	Waltham
	Spofford Pamela J (Dundas)	23	Westford	Lowell
May 14	Rochon Edward P Jr	23	Westford	Boston
	Blair Sheryl L	20	Burlington	Medford
Aug 27	Romilly Richard L	27	Littleton	Concord
	Thibodeau Karen M	22	Westford	Lowell
Sep 17	Rooney George W	23	Littleton	Winchester
	Lefebvre Dawn Marion	19	Westford	Lowell
Aug 28	Ryder Timothy H	22	Westford	Lowell
	Giuffrida Gerianne	21	Westford	Lowell
Sep 18	Sawisch Harry Joseph	20	Westford	Belville Ill
	Carroll Janet	18	Maynard	Lawrence
Oct 22	Scanlan Gerard	37	Westford	Somerville
	Fraser Judith	32	Somerville	Malden
Sep 23	Scarpino Salvatore A	56	Westford	Watertown
	Loring Rebecca (Robbins)	38	Westford	Concord
Sep 17	Scott John Hall	27	Alameda Cal	Quincy
	Smith Janine Marie	24	Newtonville	Easton Pa
Jun 10	Seiler David K Jr	27	Boston	Newton
	Healy Bethel	28	Boston	Lowell
Oct 7	Servant John R	24	Westford	Malden
	Tebbetts Linda M	20	Westford	Lowell
Feb 5	Silva Joseph A	25	Westford	Lowell
	de Caires Celestina	20	Lowell	Portugal
Feb 18	Smith Paul G	35	Westford	Lowell
	Perreault Jacqueline (Fournier)	34	Nashua NH	Maine
Feb 11	Stiling David Allen	20	Westford	Lansing Mich
	Leavitt Kathleen M	21	Lowell	Lowell
Jun 24	St Martin George J Jr	43	Lowell	Fitchburg
	Courtire Pauline E (Lashua)	42	Winchendon	Temple
May 14	St Onge Richard Donald	21	Westford	Lowell
	Shaw Susan Grace	18	Dracut	Lowell
Aug 28	Struzzi Thomas Allen	24	Penn Pa	Greensburg Pa
	Quillin Susan	24	Westford	New Haven Conn
Oct 9	Sullivan Gary D	24	Westford	Lowell
	Unger Lynn Anne Marie	21	Dracut	Newton NJ
Jul 2	Sutherland Walter A	20	Groton	Lowell
	Quinn Wendy	21	Groton	Winchester
Sep 24	Taranto Donald R	20	Stowe	Concord
	Waugh Deborah A	16	Westford	Concord

Jan 8	Thorstensen Eric B
	Tunnicliffe Virginia W
Oct 1	Valley Kevin Mark
	Barclay Elizabeth Ann
Jun 19	Vergados Arthur P
	Harrington Alice C
Jun 30	Verrecchia Anthony Stephen
	Swanson Johanne L
Feb 11	White Richard
	Bakalyar Joan (Andersen)
Jul 9	Wilson Robert C
	McLain Leah M
Jul 9	Woodbury David G
	Horan Donna
Oct 15	Woodbury Scott F
	Sullivan Barbara A
May 21	Wooster William
	Zanchi Nina

24	Westford	Baltimore Md
21	Winchester	Winchester
20	Westford	Lowell
18	Westford	Brighton
29	No Andover	Lowell
30	Westford	Lowell
26	Westford	Lawrence
19	Westford	Lowell
56	Westford	Boston
43	Westford	Omaha Neb
21	Groton	Concord
18	Westford	El Paso Texas
22	Westford	Lowell
22	Lowell	Lowell
20	Westford	Lowell
20	Lowell	Lowell
24	Chelmsford	Lowell
20	Westford	Lowell



DEATHS  
Recorded by the Town Clerk - 1977

<u>DATE</u>	<u>NAME</u>	<u>YRS</u>	<u>MO S</u>	<u>DAS</u>
Apr 4	Ahern Mary E (Bertini) - wif Charles L	37	9	24
Dec 16	Allara Robert P - Single	15	2	4
Sep 16	Athorn Leslie S (Sherman) - wif Leslie N	66	-	-
Apr 24	Badessa Lumina S (Diette) - wif Roy C	72	0	30
Dec 10	Bakalyar Mary (McGuire) - wif Robert S	53	-	-
Jul 13	Baker Richard E - Single	20	11	13
May 2	Barnaby Beatrice L (Reed) - wif Romeo A	79	0	23
Nov 22	Barrett Richard J Sr - hus Marjorie (Center)	47	4	24
Apr 19	Basner Edith M (Haertwig) - wif Willard J Sr	53	-	-
Mar 16	Belinsky Stephen - hus Joan (Lamy)	48	11	16
Jan 3	Bergsten Frank A - hus Winifred (Baum)	78	10	10
Oct 7	Bobryk Peter - hus Viola (Kazura)	59	-	-
Nov 5	Boisvert Richard R - hus Cheryl A (Parker)	37	1	23
Mar 12	Buchanan William H Jr - hus Frances (Costa)	51	10	-
Aug 9	Burke Katherine P (OBrien) - wid George H	92	-	-
Apr 7	Burne Bessie J (Jackson) - wif James C	78	4	27
Oct 6	Cantara Mabel (Gagnon) - wif Romeo	70	11	14
Apr 8	Cassidy John W Jr - hus Norma G (Campbell)	45	3	7
May 27	Cole Jean (Masters) - wid Charles F	75	-	-
May 17	Cronin Bridget B (Tolan) - wid Jeremiah	87	6	4
Jan 7	Currier Marjorie (Huntley) - wif Charles N	57	10	5
Jan 27	Daley Edward L - hus Amelia (Bernier)	75	-	-
Jun 5	Decato Lawrence O - wid Celia (Trottier)	66	-	-
Dec 17	Decatur Fred J - hus Florence (McKeown)	76	9	2
Jan 21	DeSilva Marjorie - Single	23	2	27
Sep 30	Desrosiers Evelyn (Gagnon) - wid Arthur J	90	-	18
Jun 24	Ditinno Felix P - hus Bettyann (Burgess)	56	11	19
May 23	Dodge Ralph A - hus Blanche A (Cote)	82	4	22
Apr 13	Doucette John A - hus Martha (Gilligan)	52	7	16
Oct 19	Doucette Theodore J - Div Ruth (Cooney)	59	8	4
Sep 28	Drew Nellie Emma - Single	87	3	22
Oct 1	Ellingworth Diane (Lord) - wif Edward R	45	2	-
Jan 24	Eaheart Beth Ann - Single	25	4	18
Jun 15	Evans Edwin D - hus Gertrude (Provost)	67	2	23
Feb 2	Feige Agatha E (Kuehhirt) - wid Adolph F	94	1	23
May 1	Floyd Dorothy (Codyer) - wif Donald	55	-	-
Jun 19	Frost Alice (Ellenwood) - wid Leonard A	96	-	27
Jan 8	Fuller Harvey Edwin - hus Thelma (LaRock)	60	3	22
May 12	Gerace Alfia M (Mangano) - wif Jerome	54	2	26
Oct 28 *	Goss Mabel B (Lund) - wif Charles E	80	9	13
May 28	Grace Minetta G (Dyer) - wid Thomas F	83	7	9
Dec 18	Hagerty Blanche (Bryden) - wid George A	91	5	13
Jun 17	Hartquist Bena (Anderson) - wid Thor O	84	3	25
Jul 17	Hastings Mary J (Brown) - wid Leroy N	91	3	-
Nov 8	Heighes Clifford - hus Gertrude (Hird)	52	-	10
Sep 28	Hensley Nellie L (Balukonis) - wif Frederick R	58	6	2
May 12	Herrmann Frank C - wid Evelyn (May)	61	-	-
Jun 27	Hobson Helen - Single	78	-	-
Sep 9	Holmes Mary Ellen (Durkin) - wid Joseph	95	6	6



Oct 28	Hunt William - hus Alice (Ballou)	75	-	-
Dec 13	Hutchinson Claude F - wid Pearl (Hutchinson)	82	4	1
Aug 4	King Bonnie (Booton) - wid Heyburn	77	9	5
Jan 5	Langford Howard - wid Kay F (Kidney)	70	-	-
May 13	Lantagne Paul Louis - hus Mary A (McCullough)	54	9	7
Jan 23	LaPointe Estelle C (Lessard) - wif Daniel	48	1	26
Apr 14	Maguire Ann - Single	65	11	1
May 22	Marcouillier Sharon L (Smith) - wif Wayne	18	-	-
May 10	Maslbias Stanley J Sr - wid Bertha (Landry)	63	10	7
Jan 7	May Sarah E - Single	86	1	9
Dec 17	McGee Mary (Campbell) - wid Clifford H Sr	71	10	4
May 25	Melville Paul R - hus Yvonne (Pierce)	56	10	29
Apr 22	Miller Lillian E (Cargill) - wid Charles R	81	2	1
Jul 9	Minko William - hus Evdokia (Wordbey)	83	-	-
Aug 26	Myles James L - hus Marjorie (Slaney)	65	3	23
May 9	Neville Edward R Jr - hus Elise (Heiliger)	61	-	-
Jun 22	Nyder Adella (Krewicz) - wif Astop	83	-	-
Mar 3	Prescott E Clyde - Single	85	-	-
Feb 28	Robertson Irene (Cromie) - wid Frederick Sr	71	1	19
Dec 15	Robinson Catherine T (Boyer) - wid Edward E	76	-	21
Jun 1	Roux William J - hus Jeannette (Menard)	67	9	3
Dec 13	Rowe Clara Nell (Gignilliat) - wid Rufus N	77	4	15
Oct 15	Shields Jeffrey W - Single	18	10	26
Nov 17	Sleeper Charles N - wid Dorothy (Shugrue)	77	-	-
Jan 9	Smith Elna A (Campbell) - wid Eugene M	86	1	5
Aug 28	Surprenant Robert C - hus Margaret V (Cady)	40	5	25
Feb 9	Szylvian Alphonse - hus Vera (O'Hara)	60	-	-
Oct 13	Thompson Edith (Haynes) - wid Paul	102	8	3
Sep 24	Valcourt Edith (Brule) - wif Robert	43	8	13
Apr 21	Wajda Stanley J - hus Mary (Paduch)	75	4	15
Aug 15	Walkowicz Julia (Belida) - wid Gregory	79	-	-
Mar 11	Whitney Minnie Anne (DeSilvio) - wif Hamilton Jr	55	9	11
Mar 24	Whitney Sadie A (McMaster - wid Hally	82	-	-
Aug 13	Williamson David J - Single	19	3	22
Feb 17	Winnek Marian F - Single	33	4	11
Dec 15	Gerace Domenic - hus Margaret (Derusha)	27	-	-

ANNUAL TOWN ELECTION - MAY 3, 1977

	<u>PREC. 1</u>	<u>PREC. 2</u>	<u>PREC. 3</u>	<u>PREC. 4</u>	<u>TOTAL</u>
Whole number of ballots cast	984	638	746	765	3183

SELECTMAN (2) Three Years

John J. Kavanagh	396	286	226	326	1234
Samuel A. Richards, Jr.	314	233	184	252	983
*Richard S. Emmet, Jr.	713	345	288	426	1772
*John A. Flavell	286	377	557	327	1547
Blanks	259	135	237	199	830

ASSESSOR (1) Three Years

*Norman K. Nesmith	726	553	585	617	2486
Blanks	258	130	161	148	696

TREASURER - COLLECTOR (1) Three Years

*Paula Brule	739	574	588	605	2506
Blanks	245	114	158	160	677

SCHOOL COMMITTEE (2) Three Years

*Hajo W. Koester	697	343	282	391	1713
Stanley W. Malinowski	375	291	289	263	1218
Joseph W. Spadano	166	87	104	153	510
*Robert M. Welch	380	413	550	409	1752
Blanks	350	242	267	314	1173

BOARD OF HEALTH (1) Three Years

*Robert E. McCusker	554	401	546	423	1924
Richard G. Gamester, II	298	192	140	242	872
Blanks	132	95	60	100	387

PLANNING BOARD (1) Five Years

*Joseph W. Morrill	488	289	376	346	1499
Richard E. Hanson	368	332	273	323	1295
Blanks	128	67	97	96	388

NASHOBA TECHNICAL HIGH SCHOOL COMMITTEE (1) Three Years

*Charlotte A. Scott	544	354	302	445	1645
Gordon D. Dunn	341	256	357	228	1182
Blanks	99	78	87	92	356

WATER COMMISSIONER (1) Three Years

*Carlton M. Rooks	707	539	572	609	2427
Blanks	277	149	174	156	756

WESTFORD HOUSING AUTHORITY (1) Five Years

*Shirley M. Anderson	694	534	578	583	2389
Blanks	290	154	168	182	794

WESTFORD HOUSING AUTHORITY (1) One Year  
To fill vacancy

*W. Reginald Blowey	693	556	556	593	2398
Blanks	291	132	190	172	785

TREE WARDEN (1) Three Years

*Roger Melancon	683	548	579	577	2387
Blanks	301	140	167	188	796

CEMETERY COMMISSIONER (1) Three Years

*Clayton L. Dearth	694	545	561	573	2373
Blanks	290	143	185	192	810

TRUSTEE - J. V. FLETCHER LIBRARY (2) Three Years

*David L. Friedman	651	471	502	570	2194
*Dorothy M. Swanson	676	497	508	517	2198
Blanks	641	408	482	443	1974



ANNUAL TOWN MEETING - MAY 7, 1977

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot Middle School on Saturday, May 7, 1977 at 10:00 a.m., the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. The attendance was listed as 398.

William Kavanagh, Town Moderator, called the meeting to order.

During the course of this meeting the following resolution was introduced by Steven Smith and the motion made and seconded and voted unanimously that the Selectmen act accordingly:

Be it resolved that we, the taxpayers of the Town of Westford, hereby express our extreme displeasure with the massive reallocation of state aid to cities and towns which has taken huge sums of money from the towns and given it to the cities. We therefore request our elected representatives in the State Legislature to introduce a law to revert to the allocation rules of fiscal 1977, and ask our Board of Selectmen to communicate this Resolution to Mr. Perrault and Mr. Tully.

It was voted to dispense with the reading of the Warrant in its entirety and to proceed to the First Article.

ARTICLE 1. Town Officers and Committees had no verbal reports. Reference is made to Annual Town Report for same.

ARTICLE 2. Voted unanimously that the salaries and compensation of the following elected officers be established as follows, effective as of July 1, 1977:

Selectmen	
Chairman	\$1,100.00 per year
Other members	950.00 each per year
Board of Health	250.00 each per year
Treasurer-Tax Collector	11,700.00 per year
Town Clerk	7,200.00 per year
Tree Warden	2.75 per hour
Assessors:	
Supervisor	5.16 per hour
Other two members	4.66 per hour
Water Commissioner's	400.00 each per year
Cemetery Commissioners	200.00 each per year

ARTICLE 3. Voted unanimously that the Town amend its Consolidated Classification Plan, Compensation Plan and Personnel By-Laws as follows:



(1) By striking, in its entirety, SECTION 3, the Classification and Wage Plan, and substituting in place thereof, the following new SECTION 3.

SECTION 3. The Classification and Wage Plan (effective July 1, 1977)

The classification and wage plan establishing the occupational categories, the wage rates, and the present hourly rates. Any employee subject to this by-law during Fiscal Year 1976-77 shall, beginning July 1, 1977 be paid at the wage rate and within the occupational category as he was paid on April 1, 1977 unless otherwise authorized by the Personnel Board.

All step increases and classification changes after July 1, 1977 shall not take effect until approved by the Personnel Board.

	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>
Clerk	2.82	2.90	3.02	3.17
Clerk typist	3.24	3.33	3.47	3.64
Board Secretary	3.24	3.33	3.47	3.64
Principal clerk	3.71	3.82	3.98	4.17
Head Clerk	4.26	4.39	4.56	4.79
Senior Clerk	4.89	5.03	5.23	5.49
Office Manager	4.36	4.49	4.67	4.90
Town Acct/Bookkeeper	Min. 7,605 - Max. 11,000			
Community Center				
Director (set by				
Comm. Center Comm)	Min. 9,984 - Max. 12,500			
Executive Secretary (per				
yr. set by Select.)	Min. 8,877 p Max. 10, 791			
Cemetery Laborer	2.43	2.50	2.67	2.86
Cemetery Maint.Man	2.84	2.93	3.13	3.35
Cemetery foreman	3.27	3.46	3.60	3.85
Water Systems				
Maint. Man	4.16	4.28	4.62	4.90
Working Foreman -				
Water	4.55	4.69	5.02	5.36
Water Supt.	13,817	14,370	14,945	16,078
Hwy. Supt.	14,193	14,787	15,460	16,078
Sprayer Operator				
(licensed)	4.33 flat rate			
Building Custodian	2.53	2.85	3.16	3.31
Town Hall Custodian				
(per yr. set by Select.)	Min. 3,346 - Max. 4,003			
Call Fire Fighter	4.18 flat rate			
Call Fire Lt.	4.28 flat rate			
Call Fire Capt.	4.35 flat rate			
Deputy Call Fire Chief	4.52 flat rate			
Fire Chief (per yr)	13,817	14,370	14,945	15,692
Fire Alarm Operator/Clerk				
(per yr)	6,402			

Police Officer, Special		4.03	flat rate	
Traffic Supervisor		4.03	flat rate	
Dispatcher, 1st shift	3.04	3.19	3.36	3.49
Dispatcher, 2nd shift	3.39	3.49	3.63	3.81
Dispatcher, 3rd shift	3.68	3.80	3.98	4.14
Police Clerk	4.09	4.21	4.38	4.60
Administrative Clerk	4.64	4.78	4.97	5.21
Records Supervisor	4.32	4.45	4.63	4.86
Police Chief (per year, except as otherwise set by special or General Laws)	13,454	14,787	15,460	16,078
Dog Officer (per year)		9,293		
Library Asst. III	3.00	3.15	3.31	3.48
Library Asst. II	3.65	3.83	4.02	4.22
Library Asst. I	4.43	4.65	4.88	5.12
Library Director		Min. 12,000 - Max. 15,000		
Social Worker/Town Aide		3.95	flat rate	

(2) By adding, after the words "sick pay", in the second sentence of sub-paragraph (e) of Paragraph A of SECTION 4, the words "and overtime pay", so that said sub-paragraph, as amended, will read as follows:

"(e) Department Heads shall identify all pay for vacation on the payroll in which such pay occurs. The rate of pay for vacation periods shall be the employees' total wages excluding sick pay and overtime pay for the preceding year, or portion thereof, divided by the actual number of weeks worked."

(3) By striking, in its entirety, Paragraph H of SECTION 4, Longevity, and inserting in place thereof the following new paragraph:

"H. Longevity: In recognition for continuous employment, those employees entitled to vacation leave shall be granted an annual payment as follows:

Upon completion of five years of service	\$200.00
Upon completion of ten years of service	300.00
Upon completion of fifteen years of service	400.00

The foregoing sums are fixed and are not subject to percentage increases. Permanent part time employees whose hours of work follow a regular schedule will be allowed that portion of annual longevity payments as their actual part-time services bears to full-time, to be calculated by multiplying hours worked per week times weeks worked per year."

(4) By striking, in its entirety, sub-paragraph (d) of Paragraph B of SECTION 4, and inserting in place thereof the following new sub-paragraph:

"(d) Sick leave allowed under the provisions of the preceding paragraphs shall be cumulative at the rate of one day per month and sick leave so accumulated may be carried over from year to year; provided, however, that not more than ninety (90) days of accumulated sick leave shall be paid to any employee whose employment is terminated by resignation or retirement."

(5) By adding, after the comma following the words "Library Department" in the second sentence of sub-paragraph (b) of Paragraph C of SECTION 4, the words - "or as otherwise provided in SECTION 3."

ARTICLE 4. Voted that the following sums be raised and appropriated for the several specific purposes hereinafter designated, and that the sums be expended for such purposes under the direction of the respective Officers, Boards and Committees:

SELECTMEN

<u>Salaries &amp; Wages</u>	
1. Selectmen	\$ 4,900.00
2. Admin. Assist.	<u>10,000.00</u>
Total Salaries & Wages	\$14,900.00

<u>Operating Expenses</u>	
3. Office Expense	3,900.00
4. Town Report	5,000.00
5. Town By-Law Revision	800.00
6. License Exp. & Ads	700.00
7. Real Estate Appraisal	900.00
8. Misc. Services & Exp.	3,000.00
9. CETA expenses	1,000.00
10. Sanitary Landfill	36,700.00
11. Rent Veterans Quarters	900.00
12. Aquatic Nuisance Control	2,492.00
13. North Mdsx. Area Commission	2,850.00
14. Memorial Day	900.00
15. Street Lights	28,000.00
16. Insurance Fire E.C.	<u>65,100.00</u>

Total Operating Expenses \$152,242.00

GRAND TOTAL \$167,142.00

TOWN ACCOUNTANT

<u>Salaries &amp; Wages</u>	
17. Town Accountant	\$10,700.00
17A. Assistant	<u>CETA</u>
Total Salaries & Wages	\$10,700.00

<u>Operating Expenses</u>	
18. Office Expense	<u>1,350.00</u>
Total Operating Expenses	\$1,350.00

GRAND TOTAL \$ 12,050.00



LEGAL DEPARTMENTSalaries & Wages

19. Retainer	\$18,285.00
Total Salaries & Wages	\$18,285.00

Operating Expenses

20. Expenses	5,400.00
Total Operating Expenses	5,400.00

GRAND TOTAL

\$ 23,685.00

TOWN HOUSESalaries & Wages

21. Custodian	\$ 3,705.00
Total Salaries & Wages	3,705.00

Operating Expenses

22. Town Hall Expenses	\$ 8,500.00
23. Police/Fire Station	12,150.00
Total Operating Expenses	20,650.00

Capital

24. Renovation-Fire Alarm System	0
Total Capital Expenditures	0

GRAND TOTAL

\$ 24,355.00

VETERANS SERVICESSalaries & Wages

25. Veterans Agent	\$ 1,500.00
Total Salaries & Wages	\$ 1,500.00

Operating Expenses

26. Office	365.00
27. Grants and Aid	15,000.00
Total Operating Expenses	\$15,365.00

GRAND TOTAL

\$ 16,865.00

POLICE DEPARTMENTSalaries & Wages

28. Chief	\$ 22,792.00
29. Policemen	394,896.00
Total Salaries & Wages	417,688.00

Operating Expenses

30. Operations	\$ 62,840.00
Total operating expenses	62,840.00

Capital

31. Juvenile Detention Center	\$ 2,000.00
32. Police Sign	300.00
33. Evidence Room Partition	412.00
34. (2) Bullet Proof Vests	320.00
35. Cruisers	13,650.00
36. Photographic Equipment	2,532.00
37. Radio Equipment	0
38. Miscellaneous Equipment	0



Total Capital	\$19,214.00	
GRAND TOTAL		\$499,742.00
38A Less Revenue Sharing		<u>178,845.00</u>
		\$320,897.00

#### FIRE DEPARTMENT

<u>Salaries &amp; Wages</u>	
39. Chief	\$15,462.00
40. Firemen	23,000.00
41. Switchboard	11,819.00
42. Ambulance	7,000.00
43. Standby	9,700.00
44. Clerical	<u>1,466.00</u>
Total Salaries & Wages	68,447.00

<u>Operating Expenses</u>	
45. Operations	<u>30,000.00</u>
Total Operating Expenses	\$30,000.00

<u>Capital</u>	
46. Base Station Radio	\$ 0
47. Heavy Duty Saw	0
48. Cutter attach. for Porto Power	0
49. Portable Radio	0
50. New Truck	0
Equip. new fire station	0
Relocate fire horn	0
Engine 6 Body Repair	0
Miscellaneous	0
51. 3 unit heaters	900.00
52. Equipment	2,295.00
53. Ambulance items	<u>1,200.00</u>

Total Capital \$ 4,395.00

GRAND TOTAL	\$102,842.00
53A. Less Anti-Recession Fiscal Assistance	<u>58,376.00</u>
	44,466.00

#### RECREATION

<u>Operating Expenses</u>	
54. Administration	\$ 1,000.00
55. Miscellaneous sports	748.00
56. Baseball	9,500.00
57. Basketball	300.00
58. Football	1,950.00
59. Skating	9,500.00
60. Summer Parks	4,000.00
61. Town Beach	1,500.00
62. Track	0
63. Soccer	<u>370.00</u>

Total Operating Expenses \$28,868.00

<u>Capital</u>		
64.	Helmets	1,400.00
65.	Fence Repair	600.00
66.	Tennis net replacement	400.00
67.	Protective screening & backstop	1,200.00
68.	Drywell (Graniteville)	<u>800.00</u>
	Total Capital	4,400.00
	GRAND TOTAL	\$33,268.00

#### HIGHWAY DEPARTMENT

<u>Operating Expenses</u>		
69.	Snow and Ice Removal	\$130,000.00
70.	Town Roads Account	89,307.00
71.	Drainage	14,840.00
72.	Machinery & Equipment	28,620.00
73.	Signs	1,050.00
74.	Sidewalks	1,050.00
75.	Parks Department	14,630.00
76.	Miscellaneous	0
76A.	Materials, resurfacing	<u>30,000.00</u>
	Total Operating Expenses	\$309,497.00

<u>Capital</u>		
77.	Truck	\$19,486.00
	Roto Rooter	0
	Pump	0
78.	Sander	4,558.00
79.	Compressor	<u>1,200.00</u>
	Total Capital	\$25,244.00

GRAND TOTAL \$334,741.00

#### TOWN CLERK

<u>Salaries and Wages</u>		
80.	Town Clerk	\$ 7,200.00
81.	Assistant	<u>4,767.00</u>
	Total Salaries and Wages	11,967.00
<u>Operating Expenses</u>		
82.	Office	<u>1,940.00</u>
	Total operating expenses	1,940.00

GRAND TOTAL \$ 13,907.00

#### BOARD OF HEALTH

<u>Salaries and Wages</u>		
83.	Board	\$ 750.00
84.	Clerk	600.00
85.	Agent - Dead Animal Removal	600.00
86.	Animal Inspector	300.00
87.	Stable Inspector	250.00
88.	Tuberculosis & Contagious Diseases	<u>250.00</u>

Total Salaries & Wages	\$ 2,750.00
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Operating Expenses

89. Office and Other	\$ 1,425.00
90. Share	9,701.00
91. Nursing Service	4,829.00
92. Nashoba Board	<u>37,626.00</u>
Total Operating Expenses	\$53,581.00

GRAND TOTAL

\$ 56,331.00

ASSESSORS

Salaries & Wages

93. Assessors	\$23,116.00
94. Clerical	<u>8,992.00</u>
Total Salaries and Wages	\$32,108.00

Operating Expenses

95. Operating	\$ <u>9,057.00</u>
Total operating expenses	9,057.00

GRAND TOTAL

\$ 41,165.00

REGISTRATIONS & ELECTIONS

Salaries & Wages

96. Annual Resident Listing	\$ 4,500.00
97. Election Workers	<u>3,500.00</u>
Total Salaries & Wages	\$ 8,000.00

Operating Expenses

98. Operations and Ballot boxes	\$ <u>3,770.00</u>
Total Operating Expenses	\$ 3,770.00

GRAND TOTAL

\$ 11,770.00

WATER COMMISSION

Salaries and Wages

99. Superintendent	\$15,485.00
100. Others	<u>68,406.00</u>
Total Salaries and Wages	\$83,891.00

Operating Expenses

101. Pipe and Supplies	\$20,000.00
102. Maintenance & Operation	<u>70,900.00</u>
Total Operating Expenses	\$90,900.00

CAPITAL

103. Typewriter	\$ 450.00
Pickup truck	0
Wells	0
104. Backhoe - raise & appr.	5,399.00
Transfer from backhoe acct.	<u>4,500.00</u>
Total capital	\$10,349.00



GRAND TOTAL		\$185,140.00
<u>LIBRARY TRUSTEES</u>		
<u>Salaries and Wages</u>		
105.	Librarian	\$12,000.00
106.	All other	<u>54,065.00</u>
	Total Salaries & Wages	\$66,065.00
<u>Operating Expenses</u>		
107.	Operations	<u>30,920.00</u>
	Total operating expenses	30,920.00
<u>Capital - Equipment</u>		
108.	Storm windows	\$ 1,040.00
	Intercom system	0
	Miscellaneous	<u>0</u>
	Total Equipment	\$ 1,040.00
GRAND TOTAL		\$ 98,025.00
LESS:	Dog Licenses	\$ 3,000.00
	Commonwealth Fund	<u>4,857.00</u>
		\$ 7,857.00
NET COSTS		\$ 90,168.00
<u>CEMETERY</u>		
<u>Salaries &amp; Wages</u>		
109.	Commissioners	\$ 600.00
110.	Salaries & Wages	<u>14,455.00</u>
	Total Salaries & Wages	\$15,055.00
<u>Operation Expenses</u>		
111.	Operations	<u>\$ 3,933.00</u>
	Total Operation Expenses	\$ 3,933.00
<u>Capital</u>		
112.	Lowering Devise	\$ 1,095.00
	3 Mowers	700.00
	1 Leaf blower	450.00
	Utility dump cart	200.00
	Electric trimmer	225.00
	Stone wall repairs	<u>2,000.00</u>
	Total Capital	\$ 4,670.00
GRAND TOTAL		\$ 23,658.00
LESS:		
113.	Trust Fund Income	\$ 5,000.00
114.	Sale of Lots	5,000.00
115.	Lowering Devise Income	<u>0</u>
		\$ 10,000.00
NET COSTS		\$ 13,658.00

DOG OFFICERSalaries and Wages

116. Dog Officer	\$ 9,693.00
117. Assistant	806.00
Total Salaries & Wages	<u>\$10,499.00</u>

Operating Expenses

118. Operations	\$ 3,987.00
Total Operating Expenses	<u>\$ 3,987.00</u>

Capital

119. Car	0
120. Car repairs	410.00
121. Radio	590.00
Total Capital	<u>\$ 1,000.00</u>

GRAND TOTAL

\$ 15,486.00

TREASURER-COLLECTORSalaries and Wages

122. Treasurer-Collector	11,700.00
123. Clerical	18,778.00
Total Salaries & Wages	<u>\$ 30,478.00</u>

Operating Expenses

124. Office	\$ 13,850.00
125. Office Equipment	0
126. Interest on Temporary Loans	5,000.00
Total Operating Expenses	<u>\$ 18,850.00</u>

Capital

Miscellaneous equipment	0
Total Capital	<u>0</u>

GRAND TOTAL

\$ 49,328.00

TREE WARDENOperating Expenses

127. General	\$ 9,500.00
128. Plant trees	1,500.00
129. Dutch Elm	2,800.00
130. Pest Control	2,500.00
Total Operating Expenses	<u>\$16,300.00</u>

GRAND TOTAL

\$ 16,300.00

SCHOOL DEPARTMENT

131. School Committee	\$ 12,260.00
132. Superintendent's Office	143,937.00
133. Supervision	92,632.00
134. Principals	325,688.00
135. Teaching	3,213,513.00
136. Textbooks	32,751.00
137. Library	72,178.00

138.	Audio-Visual	39,770.00
139.	Guidance	135,128.00
140.	Psychology Service	53,357.00
141.	Educ. T.V.	150.00
142.	Health	33,797.00
143.	Pupil Transportation	302,571.00
144.	Food Services	41,316.00
145.	Student Activities	87,444.00
146.	Operation	547,506.00
147.	Maintenance	140,218.00
148.	Insurance	2,170.00
149.	Lease expense	600.00
150.	Civic Services	3,000.00
151.	Private transportation	8,760.00
152.	Site Improvement	0
153.	Bldg. Improvement	0
154.	New Equipment	0
155.	Replacement Equipment	22,793.00
156.	Tuition & Transportation	78,406.00
		<hr/>
		\$5,389,945.00
156A	Less: P.L. 874 Funds	48,756.00

GRAND TOTAL - NET COSTS

\$5,341,189.00

PLANNING BOARD

Salaries and Wages

157.	Salaries and Wages	\$ 1,500.00
	Total Salaries & Wages	\$ 1,500.00

Operating Expenses

158.	General Expenses	\$ 3,000.00
	Total Operating Expenses	\$ 3,000.00

GRAND TOTAL

\$ 4,500.00

FINANCE COMMITTEE

Salaries and Wages

159.	Clerk	\$ 500.00
	Total Salaries & Wages	500.00

Operating Expenses

160.	Printing	\$ 100.00
	Other	0
	Dues	0
	Total Operating Expenses	\$ 100.00
	TOTAL COSTS	\$ 600.00

161.	Reserve Fund	15,000.00
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GRAND TOTAL

\$ 15,600.00

INSPECTION DEPARTMENT

Salaries and Wages

162.	Gas	\$ 1,800.00
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163.	Plumbing	2,500.00
164.	Wiring	3,000.00
	Building - Salaries	
165.	Inspector	7,985.00
166.	Clerk	8,206.00
	Total Salaries & Wages	\$23,491.00

Operating Expenses

167.	Building Inspector	\$ 1,148.00
	Total Operating Expenses	\$ 1,148.00

GRAND TOTAL \$ 24,639.00

COMMITTEES AND OTHERS

168.	Lowell Mental Health	\$ 2,670.00
169.	Town Aide	8,940.00
170.	Council on Aging	3,760.00
171.	Board of Appeals	1,500.00
172.	Conservation	500.00
173.	Industrial and Development	0
174.	Personnel	100.00
175.	House Numbers	200.00
176.	Civil Defense	1,000.00
177.	Sealer Weights	300.00
178.	Blue Cross	125,000.00
179.	Bicentennial Commission	0
180.	Historical Dist. Commission	300.00
181.	Nashoba Valley Technical H.S.	282,551.00
182.	Middlesex County Retirement	121,304.00
183.	State Inspections	1,600.00
184.	Capital Outlay Comm.	330.00

GRAND TOTAL \$550,055.00

ROUDENBUSH COMMUNITY CENTER

Salaries and Wages

185.	Salaries and Wages	\$15,909.00
	Total Salaries & Wages	\$15,909.00

Operating Expenses

186.	Operating expenses	8,806.00
	Total Operating Expenses	8,806.00

GRAND TOTAL \$ 24,715.00

188.	Unpaid bills		
	<u>Payee</u>	<u>Dept.</u>	<u>Amount</u>
	Fred C. Church	Selectmen	\$4,457.65
	Fred. S. Healy, Am.		
	Legion Post. #159	Selectmen	900.00
		TOTAL	\$ 5,357.65

ARTICLE 5. Voted unanimously that the Treasurer, with the approval of the Selectmen, be authorized to borrow money from time to time in anticipation of the revenue of the financial year beginning July 1, 1977, in accordance with the provisions of General Laws, Chapter 44, Section 4, and to issue a note or notes therefor, payable within one year, and to renew any note or notes as may be given for a period of less than one year in accordance with General Laws, Chapter 44, Section 17. (Finance Committee approved)

ARTICLE 6. Voted to dismiss this article relative to raising and appropriating money as part of the Stabilization Fund.

ARTICLE 7. Voted unanimously that the sum of Five Thousand (\$5,000.00) Dollars be raised and appropriated for providing transportation for the elderly, handicapped and others of Westford, said sum to be expended under the supervision of the Board of Selectmen and the Council on Aging. (Finance Committee approved)

ARTICLE 8. Voted unanimously that the sum of \$637.00 be raised and appropriated for providing Homemakers Services as authorized by Section 4 of Chapter 40 of the General Laws. (Finance Committee approved)

ARTICLE 9. Voted unanimously that the sum of \$300.00 be raised and appropriated to defray the Town's share of the Retired Senior Volunteer Program, said sum to be expended under the supervision of the Council on Aging. (Finance Committee approved)

ARTICLE 10. Voted unanimously that the Board of Selectmen, acting by and through the Recreation Commission, be, and they hereby are authorized, in the name and behalf of the Town, to lease to such persons, upon such terms and conditions, and for such consideration as said Commission shall determine to be in the best interest of the Town, one or more of the buildings and any part of the Town Beach premises at Forge Pond. (Finance Committee approved)

ARTICLE 11. Voted to dismiss this article as it was taken care of under Line Item 12, Article 4.

ARTICLE 12. Voted unanimously that the Board of Selectmen be, and hereby are, authorized and directed to file, in the name and behalf of the Town, any applications and all other required documents with the Commonwealth or any agency of the Federal Government for any entitlement funds or matching grants which may be available for the development of the Parker Village Recreational Area. (Finance Committee approved)

ARTICLE 13. Voted unanimously that the Board of Selectmen be, and hereby are, authorized and directed to file, in the name and behalf of the Town, any applications and all other required documents with the Commonwealth or any agency of the Federal Government for any entitlement funds or matching grants which may be available for the renovation and/or improvement of the Roudenbush Community

Center. (Finance Committee approved)

ARTICLE 14. Voted to dismiss this article as it was taken care of under Line Items 185 and 186, Article 4.

ARTICLE 15. Voted to dismiss this article as it was taken care of under Line Item 9, Article 4.

ARTICLE 16. Voted unanimously that the Board of Selectmen be and they hereby are authorized and directed to appoint a committee of members to be known as the Computer Study Committee, whose function and duty shall be to investigate the advisability of utilizing computers in the operation of certain town departments. (Finance Committee approved)

ARTICLE 17. Voted to dismiss this article relative to the purchase of a motor vehicle for the dog officer as it was covered under Article 4.

ARTICLE 18. Voted to dismiss this article relative to the acceptance of a donation to the town by Ben Drew.

ARTICLE 19. Voted unanimously that the Town accept a gift of \$300.00 made to it by the Isabel F. Hyams Fund, Inc. (Finance Committee approved)

ARTICLE 20. Voted unanimously that the sum of \$4,141.00 be appropriated from the Water Department Surplus Account for the laying of approximately four hundred (400) feet of new water mains in River Street in Graniteville. (Finance Committee approved)

ARTICLE 21. Voted unanimously that the sum of \$43,602.00 be appropriated from the Water Department Surplus Account for laying approximately three thousand (3,000) feet of new water mains in Coldspring Road. (Finance Committee approved)

ARTICLE 22. Voted to dismiss this article relative to appropriating money for the purpose of adding and remodeling the Nashoba Valley Technical High School.

ARTICLE 23. With 44 voting in the affirmative and 28 in the negative, it was voted to table this article, until the August 18 meeting, relative to the Agreement between the Towns of Chelmsford, Groton, Littleton and Westford creating the Nashoba Valley Technical High School District, be amended in accordance with Section vii of said Agreement, Amendments, by adding after the first paragraph of sub-section (D), Apportionment of Capital Costs, of Section IV, Budget, the following paragraph:

"Effective July 1, 1977, and thereafter, capital costs on new capital expenses, as set forth in sub-section (B) of Section IV, shall be apportioned annually in January of the ensuing fiscal year to the member towns on the basis of their respective pupil enrollment



in the regional district schools. Each member town's share of such capital cost for each fiscal year shall be determined by computing the ratio which the Town pupil enrollment in the regional school district on October 1st of the year next preceding the year for which the apportionment is determined bears to the total pupil enrollment from all the member towns in the regional school district school on the same date. In computing this apportionment the "persons" referred to in sub-section IV (F) shall be excluded. In the event that enrollment in the regional district school has not been accomplished by October 1st of any year, Capital cost shall be apportioned to the member towns on the basis of the average enrollment in Grades 9 through 12 in the previous three years of pupils residing in each member town and receiving education at such town's expense on October 1st of those years. Capital costs incurred prior to July 1, 1977, however, shall continue to be apportioned in accordance with the provisions of the first paragraph of sub-section (D) of Section IV." (NOT Finance Committee approved)

ARTICLE 24. Voted to dismiss this article as it was taken care of under Line Item 5, Article 4.

ARTICLE 25. With 7 voting in the affirmative and 69 in the negative, this Article was defeated relative to the raising and appropriating the sum of \$90,000.00 for an outside appraisal of taxable property for purposes of 100% revaluation.

Following the defeat of the above article, a resolution was introduced to direct the Board of Assessors to obtain three bids to get an accurate appraisal cost but when put to the vote it also was defeated with 32 voting yes and 39 voting no.

ARTICLE 26. With 66 voting in the affirmative and 321 in the negative, this article pertaining to an amendment of the Zoning By-Law relative to Multi-Family Dwelling was defeated.

ARTICLE 27. Voted unanimously to dismiss this article inasmuch as no action could be taken on it with the defeat of the preceding article.

ARTICLE 28. Voted unanimously that the Planning Board be, and it hereby is authorized and directed, to prepare an amendment to the Zoning By-Law concerning multi-family dwellings.

ARTICLE 29. Voted unanimously that the Town accept, as and for Town Ways, Allison Drive and Banbury Drive, both as laid out by the Selectmen, as shown by their reports and plans duly filed with the Town Clerk; said ways to be known as Allison Drive and Banbury Drive, respectively.

ARTICLE 30. With 74 voting yes and 2 voting no, it was voted that the Town accept, as and for a Town Way, Oak Road as laid out by the Selectmen, as shown by their report and plan duly filed with the Town Clerk; said way to be known as Oak Road;

That the sum of \$10,175.00 be raised and appropriated for the original construction of said Way;

That betterments to the extent of seventy-five percent (75%) of the cost of said construction be assessed against the owners of abutting estates; and to meet said appropriation, that the Treasurer, with the approval of the Selectmen, be and hereby is, authorized and directed to borrow, at one time or from time to time, the sum of \$10,175.00 and to issue and sell, as one issue or from time to time as two or more separate issues, serial bonds or notes of the Town aggregating \$10,175.00 in principal amount; and that each issue of said bonds or notes shall be issued and sold in accordance with the applicable provisions of Chapter 44 of the General Laws, shall be in such form, shall bear such dates, shall mature at such times and shall bear such rates of interest as the Treasurer, with the approval of the Selectmen, shall determine, but each issue of said bonds or notes shall be a separate loan, which shall be paid in not more than ten (10) years from the date thereof. (Finance Committee approved)

ARTICLE 31. Voted to dismiss this article relative to the acceptance of Lakeshore Drive Extension.

ARTICLE 32. Voted unanimously that (1) Except as hereinafter provided in Paragraph (3) of this Motion, the action taken under Article 12 of the Warrant for the Special Town Meeting held on May 8, 1976 (whereby the Board of Selectmen was authorized to acquire a parcel of land northerly of but not adjacent to Nutting Road for Water Department purposes) be and the same hereby is rescinded;

(2) That the Board of Selectmen be and they hereby are authorized to acquire by purchase, eminent domain, or otherwise, a certain parcel of land known as Shipley Swamp, heretofore designated or known as Common Land and being shown on a plan entitled "Plan of Land in Westford, Mass., prepared for the Town of Westford, Richard L. McGlinchey, December 16, 1976, which plan is to be recorded in Middlesex North District Registry of Deeds; that part of the land shown on said plan as Parcel 'A' is to be under the care, custody and control of the Water Department for the protection of its well field located northerly of Nutting Road; the balance of said land shown on said plan as Parcel 'B' is to be managed and controlled by the Conservation Commission for the promotion and development of the natural resources of and for the protection of water shed resources of the Town as authorized by Section 8C of Chapter 40 of the General Laws; and

(3) The expenditure of all or any portion of the appropriation voted under said Article 12 made for the purpose of a survey of said premises prior to the date of this vote, shall not be affected by this vote.

ARTICLE 33. Voted unanimously that the Board of Selectmen be and they hereby are authorized to install street lights on the

following numbered poles;

<u>Location</u>	<u>Pole Number</u>
Byrne Avenue	#5, 7, 9 and others where needed
Country Road	#11
Lawson Road, Exit	#21
11 Coolidge Ave.	#5
Flushing Pond Road	#17/13
Tadmuck Road	#43
Littleton Road	#174-176

ARTICLE 34. To be acted on at adjourned session on August 18, 1977.

ARTICLE 35. Voted unanimously that the Town accept, as and for a Town Way, Kings Road, as laid out by the Selectmen, as shown by their report and plan duly filed with the Town Clerk; said Way to be known as Kings Road.

ARTICLE 36. Voted unanimously that the Board of Selectmen be, and they hereby are authorized and directed to appoint a committee of members to be known as the Insurance Study Committee, whose function and duty shall be to analyze the various types of insurance coverage now carried by the Town and to recommend to the Town the most efficient and economical methods of purchasing such coverage.

The motion was made and seconded and so voted to adjourn the meeting at this point until August 18, 1977 at 7:30 p.m., at the Abbot Middle School for the purpose of acting on Articles 23 and 34. The latter article concerns the amount to be used to help reduce the tax rate, from unappropriated available funds in the Treasury.

A true record: ATTEST

Enid F. Vaughn  
Town Clerk



ADJOURNED ANNUAL TOWN MEETING - AUGUST 18, 1978

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at the Abbot Middle School on Thursday, August 18, 1977 at 7:30 p.m. the adjourned session of the Annual Town Meeting of May 7, 1977 was reconvened and the following business transacted:

Election Officers, using voting lists, acted as tellers at the doors.

William Kavanagh, Town Moderator, called the meeting to order, and the motion was made and seconded to remove Article 23 from the table and discussion then took place.

ARTICLE 23. Voted by a majority that the Agreement between the Towns of Chelmsford, Groton, Littleton and Westford creating the Nashoba Valley Technical High School District, be amended in accordance with Section VII of said Agreement, Amendments, by adding after the first paragraph of sub-section (D), Apportionment of Capital Costs, of Section IV, Budget, the following paragraph;

"Effective July 1, 1977, and thereafter, capital costs on new capital expenses, as set forth in sub-section (B) of Section IV, shall be apportioned annually in January of the ensuing fiscal year to the member towns on the basis of their respective pupil enrollments in the regional district schools. Each member town's share of such capital cost for each fiscal year shall be determined by computing the ratio which the Town pupil enrollment in the regional school district on October 1st of the year next preceding the year for which the apportionment is determined bears to the total pupil enrollment from all the member towns in the regional school district school on the same date. In computing this apportionment the "persons" referred to in sub-section IV (F) shall be excluded. In the event that enrollment in the regional district school has not been accomplished by October 1st of any year, Capitol cost shall be apportioned to the member town's on the basis of the average enrollment in Grades 9 through 12 in the previous three years of pupils residing in each member town and receiving education at such town's expense on October 1st of those years. Capitol costs incurred prior to July 1, 1977, however, shall continue to be apportioned in accordance with the provisions of the first paragraph of sub-section (D) of Section IV".

At this point it was moved to recess and take up the Special Town Meeting Warrant. Following the Special Town Meeting the adjourned Annual Town Meeting was continued with action being taken on Article 34 as follows:

ARTICLE 34. Voted unanimously that to reduce the tax rate, the sum of \$88,709.00 Dollars be appropriated from unappropriated available funds in the Treasury, to be deducted by the Assessors under the provisions of Section 23 of Chapter 59 of the General

Laws, as amended, from the amount required to be assessed by them.

Voted to dissolve this meeting.

A True Record:        ATTEST

Enid F. Vaughn  
Town Clerk

SPECIAL TOWN MEETING - AUGUST 18, 1977

At a legal meeting of the inhabitants of the Town of Westford qualified by law to vote in Town Affairs, held at the Abbot Middle School on Thursday, August 18, 1977 the following business was transacted;

Election officers, using voting lists, acted as tellers at the doors.

William Kavanagh, Town Moderator, called the meeting to order and declared the presence of a quorum.

ARTICLE 1. Voted unanimously that the sum of \$9,547.68 be raised and appropriated for payment of the following unpaid bills of the previous fiscal year:

<u>Vendor</u>	<u>Account</u>	<u>Amount</u>
Blue Cross-Blue Shield	Chapter 32B Town Approp.	\$6,233.03
Murphy, Lamere & Murphy (Police Negotiations)	Sel. Misc. Svcs. & Exp.	720.00
Mass. Electric Co.	Library Expense	227.98
Harry M. Hulings	Plumbing Inspector	798.00
William C. MacMillan (Car Exp. May & June)	Dog Officer's Expenses	153.50
William C. MacMillan (Kennel Svcs. for June)	Dog Officer's Expenses	200.00
Carlene M. Johnston	Board of Appeals	84.00
The Lowell Sun	Board of Appeals	116.26
Edward M. Connolly Ins.	Insurance	243.00
N.E. Telephone Co.	Selectmen's Exp.	43.29
Lowell Stationery Co., Inc.	Selectmen's Exp.	16.00
The Lowell Sun	Lic. Expenses & Legal Ads	17.05
Home Care Corp.	Homemaking Services	637.00
Town of Westford Water Dept.	Roudenbush Comm. Center	15.25
Lowell Gas Co.	Roudenbush Comm. Center	43.32

Finance Committee approved.

ARTICLE 2. Voted that the sum of \$499.00 be raised and appropriated for the operations of the dog officer for the fiscal year commencing July 1, 1977, said sum to be in addition to the amount appropriated for said officer under Line Item 118 of Article 4 of the Warrant for the Annual Meeting held on May 7, 1977.

Not Finance Committee approved.

ARTICLE 3. Voted that the sum of \$4213.00 be raised and appropriated for the operation of the Police Department for the fiscal year commencing July 1, 1977, said sum to be in addition to the amount appropriated for said Department under Line Item 30 of Article 4 of the Warrant for the Annual Meeting held on May 7, 1977.

Finance Committee approved.



ARTICLE 4. Voted that the sum of \$2317.08 be raised and appropriated to be applied against the purchase of new cruisers for the Police Department, said sum to be in addition to the amount appropriated for the purchase of cruisers under Line Item 35 of Article 4 of the Warrant for the Annual Meeting held on May 7, 1977.

ARTICLE 5. Voted that the sum of \$1500.00 be raised and appropriated for deposit in a special fund to be expended for the celebration of the two hundred and fiftieth anniversary of the incorporation of the Town, as authorized by Clause 27B of Section 5 of Chapter 40 of the General Laws.

Not Finance Committee approved.

ARTICLE 6. Voted that the sum of \$22,411.00 be raised and appropriated to fund the cost of items contained in a Collective Bargaining Agreement reached between the Town and the Westford Police Department, said sum to be in addition to the amount appropriated for said Department under Line Items 28, 29, and 30 of Article 4 of the Warrant for the Annual Meeting held on May 7, 1977.

Finance Committee approved.

ARTICLE 7. Voted that the sum of \$200.00 be appropriated from the William Wright Trust Fund to be expended by the Cemetery Commissioners for the improvement of the Wright Cemetery.

Finance Committee approved.

ARTICLE 8. This article was defeated which requested the sum of \$10,000.00 be raised and appropriated for the preparation of Floodplain/Wetlands Property Maps, including the hiring of any consultants and the payment of any other expenses incidental thereto.

Not Finance Committee approved.

Voted to dissolve this meeting.

A true record:        ATTEST

Enid F. Vaughn  
Town Clerk

SPECIAL TOWN MEETING - NOVEMBER 30, 1977

At a legal meeting of the inhabitants of the Town of Westford qualified by law to vote in Town Affairs, held at the Abbot Middle School on Wednesday, November 30, 1977, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors.

William Kavanagh, Town Moderator, called the meeting to order and declared the presence of a quorum.

ARTICLE 1. Voted by a majority, that the Town approve the One Million (\$1,000,000.00) Dollar indebtedness authorized by the Nashoba Valley Technical High School District Committee on November 1, 1977 for the purpose of constructing, originally equipping, and furnishing an addition to the existing Regional High School and for the purpose of remodelling and making extraordinary repairs to the existing Regional High School.

FINANCE COMMITTEE APPROVED

Voted to dissolve this meeting.

A true record attest:

Enid F. Vaughn  
Town Clerk

## TOWN CLERK'S REPORT ON DOG LICENSES

Licenses issued from January 1 thru December 31, 1977

840 Males	@ \$3.00 ea.	\$2,520.00
150 Females	@ 6.00 ea.	900.00
718 Spayed	@ 3.00 ea.	2,154.00
4 Kennel	@ 10.00 ea.	40.00
3 Kennel	@ 25.00 ea.	75.00
		<u>\$5,689.00</u>

Clerk's fees - 1,715 Licenses	
@ \$.35	<u>600.25</u>

Paid Town Treasurer as per receipts on file	<u>\$5,088.75</u>
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The attention of owners and keepers of dogs is called to the following extracts from Chapter 140 of the General Laws, as amended and also to the following Westford By-Laws:

**LICENSE PERIOD** - The time between April 1 and the following March 31 inclusive.

**LICENSES AND TAGS** - A person who, at the commencement of a license period is, or who during any license period becomes the owner or keeper of a dog three months old or over which is not duly licensed, and the owner or keeper of a dog when it becomes three months old during a license period shall cause it to be registered, numbered, described and licensed until the end of such license period, and the owner or keeper of a dog so registered, numbered described and licensed during any license period, in order to own or keep such dog after the beginning of the succeeding license period shall, before the beginning thereof, cause it to be registered, numbered, described and licensed for such period. The registering, numbering, describing and licensing of a dog in any town shall be in the office of the clerk thereof.

The license shall be in a form prescribed by the director, upon a blank to be furnished by the county in which the town is located, and shall be subject to the condition expressed therein that the dog which is the subject of the license shall be controlled and restrained from killing, chasing or harassing livestock or fowls. The owner or keeper of a licensed dog shall cause it to wear around its neck or body a collar or harness of leather or other suitable material, to which shall be securely attached a tag in a form prescribed by the director, and upon which shall appear the license number, the name of the Town issuing such license and the year of issue. Such tags shall be furnished in the same manner as the license blanks, and if any such tag shall be lost, the owner or keeper of such dog shall forthwith secure a substitute tag from the Town Clerk at a cost of twenty-five cents which, if received by a Town Clerk, shall be retained by him unless otherwise provided by law.



FEES FOR LICENSES - The fee for every license shall, except as otherwise provided, be \$3.00 for a male dog and \$6.00 for a female dog unless a certificate of a registered veterinarian who performed the operation that said female dog has been spayed and has thereby been deprived of the power of propagation has been filed with the Town Clerk, in which case the fee shall be \$3.00.

RABIES IMMUNIZATION - The state of Massachusetts requires that all dogs be vaccinated against rabies at two-year intervals, beginning at six months of age. A certificate of vaccination as well as a rabies tag will be given the owner of the dog by the performing veterinarian.

ARTICLE VI - Westford Town By-Laws - Dogs - All owners or keepers of dogs in the Town of Westford, who on the first day of June of each year, have not licensed said dog, or dogs, as prescribed in Section 137 of Chapter 140 of the General Laws of the Commonwealth of Massachusetts, shall be required to pay an additional fee of not more than One (1.00) Dollar.

No owner or keeper of any dog shall permit such dog to run at large if unlicensed, nor shall a dog be permitted to run at large at any time between the hours of 7:00 A.M. and 7:00 P.M., licensed or unlicensed. The provisions of this section shall not be intended to apply to dogs participating in any dog show, nor to "seeing eye" dogs properly trained to assist blind persons when such dogs are actually being used by blind persons for the purpose of aiding them in going from place to place, nor to any dogs being trained for or actually being used for hunting purposes.

Whoever violates any provisions of this By-Law shall be punished by a fine of not more than twenty-five (\$25.00) dollars for each breach thereof.

Enid F. Vaughn  
Town Clerk

## REPORT OF THE BOARD OF REGISTRARS

The Annual Resident Listing was conducted as usual and new voting lists, resident listing and dog owner lists printed up. One election was held, the Town Election in May. Non-voters were able to register at the Town Clerk's office any week day during regular business hours and on Tuesday evenings and, in addition there were five special voter registration sessions held as mandated by State Law. A total of 147 new voters were registered throughout the year with a resulting total of 6,577 voters on the rolls.

The Board also held three meetings during the year for the purpose of certifying signatures on nomination papers and initiative petitions, signed absentee ballot applications and updated voting lists and party designations. Prior to the election the members of the Board met with the Town Clerk and helped with the preparation of the ballot boxes, making necessary repairs and such.

Respectfully submitted,  
BOARD OF REGISTRARS

William R. Healy, Chairman  
Wilbert L. Vaughn  
Leon P. Blanchard  
Enid F. Vaughn, Clerk

## REPORT OF THE BOARD OF SELECTMEN

At the Annual Town Elections in May, Richard S. Emmet, Jr. and John A. Flavell were elected to three year terms as members of the Board of Selectmen.

The Board held their organizational meeting on May 7, 1977, at which time Francis P. Harte was elected Chairman, Douglas R. Johnston was elected Vice-Chairman and Robert R. Fitzpatrick was elected Secretary.

Reports submitted by departments, committees, and individuals under the direction of the Board of Selectmen are contained elsewhere in this Town Report.

### NEW COMMITTEES

Appointments have been made to the Computer Needs Study Committee and to the Insurance Study Committee, both committees having been authorized by vote of the 1977 Annual Town Meeting. These two committees have filed interim reports. Representatives of the Board have also been named to the new joint study committees on Multi-Family Housing and on investigating potential rehabilitation sites for elderly housing.

### FEDERAL AND STATE AID

The Board voted in June to accept Federal EDA funds in the amount of \$586,000 to be used for well field improvements, a garage for Water Department vehicles and water main extensions along Routes 225 and 110. Bids have been received, contracts awarded and work has begun.

A HUD Block Grant of \$76,000 has been received for improvements at the Roudenbush Community Center. Work will be under way in the near future.

The Board currently is participating in applications for state DCA funding of additional elderly housing, which may involve use of rehabilitated structures, and for additional HUD Block Grant funding. Improvement of non-accepted roads in Nabnasset and additional elderly housing are the proposals now being considered, with a final public hearing planned in April. The Board is grateful to Richard Bahnick, Chairman of the Capital Outlay Committee, for his valuable assistance in investigating the current HUD regulations and procedures.

### NASHOBA POND SITE

The Board voted in September to extend for one year ending November 30, 1978 the permit of John T. Kennedy to create a pond in the Town-owned area off Power (Snake) Road by removing the gravel therefrom. The Board met with Mr. Kennedy and members of



the Conservation Commission at the site in October. It has been decided to proceed on the basis of creating a pond suitable for fishing and wildlife, in view of the considerable expense of developing and maintaining an additional Town swimming area. Work at the site continued through the fall and hopefully will be completed in the spring and summer of 1978.

#### ENFORCEMENT OF PERMITS AND BY-LAW PROVISIONS

Action has been taken by the Board this year to secure compliance by holders of existing gravel permits and Class II and III Licenses with the terms of their agreements.

Steps have also been taken to prevent illegal dumping and to secure compliance with the zoning By-Laws.

#### RESPONSE TO EMERGENCIES

The past year has been marked by two storms which created considerable damage and hardship to residents. The late snowstorm in May created an emergency situation due to the vast amount of damage to trees and shrubs. The temporary lifting of the State ban on burning brush, combined with the use of the Farmer pit area, and the efforts of the Highway and Fire Departments, helped to alleviate this situation. The February 6th and 7th blizzard created extreme problems for the Highway Department, other Town departments and area residents. Most residents of the Town complied with the Governor's emergency driving ban, and the dedication of Town employees in meeting community needs and individual emergencies was exemplary and much appreciated. The Town has applied for Federal Aid to cover 75% of the cost of snow removal done by private contractors.

#### TOWN EMPLOYEES

Negotiations with the Police bargaining unit were completed and a new two year contract was signed. Negotiations are currently under way for a new contract with employees of the Highway Department.

The resignation in June of George Connell as Veteran's Agent, the State requirement that we maintain a "full time" agent and the limited funds appropriated created a problem not yet finally resolved. After three subsequent appointments and resignations, Helena Crocker was appointed in November. Since then, she has combined her duties as Veterans Agent with her duties as Town Aide.

#### C.E.T.A.

Some thirty-four Westford residents are currently employed under the Federal C.E.T.A. program, their salaries being fully funded by the Federal Government. In the past year, they have been employed in the Highway, Water, Police, Cemetery and School Departments and have also provided services at Nashoba Tech, the

J.V. Fletcher Library, the Roudenbush Community Center and the Town Hall.

#### BOARD PROCEDURES

The Board of Selectmen meets weekly, except bi-weekly in July and August. Its meetings are open to the public and the press and are well attended. Copies of the Board minutes are on file in the J. V. Fletcher Library.

The Board would like to express its gratitude and thanks to all Town employees, boards, committees and department heads for their fine cooperation during this past year. We would also like to extend our warm thanks and grateful appreciation to the two students who drew the cover pictures for our Town Report.

Selectman Robert R. Fitzpatrick announced to the Board in January of this year that he would not seek reelection to another term.

Bob has given Westford twenty years of public service, including two consecutive terms on the Board of Selectmen.

We congratulate Bob for his dedication to the Town and are honored to have served with him.

Francis P. Harte, Chairman  
Douglas R. Johnston,  
Vice-Chairman  
Robert R. Fitzpatrick, Sec.  
Richard S. Emmet Jr.  
John A. Flavell

Wallace E. MacQuarrie  
Executive Secretary

## REPORT OF THE TOWN ACCOUNTANT

In accordance with the requirements of the General Laws, there is submitted herewith the Annual Report of the Town Accountant. The Accountant's records are open for the public.

Elaine Sundberg  
Town Accountant

### RECEIPTS - JULY 1, 1976 - JUNE 30, 1977

#### Taxes

Current Year:	4,702,655.07
Personal Property	265,246.71
Real Estate	4,437,408.36

Prior Years	239,992.69
Personal Property	7,179.12
Real Estate	232,813.57

Motor Vehicle Excise Taxes:	505,536.03
Levy of 1971	18.98
Levy of 1973	1,263.52
Levy of 1974	23,482.98
Levy of 1975	32,825.20
Levy of 1976	252,679.25
Levy of 1977	195,266.10

Farm Animal Excise Taxes:	8.50
Classified Forest Land:	5.90

Street Betterment:	26,096.92
Current Year	25,512.27
Prior Years	584.65

Tax Title & Tax Possessions:	20,493.44
Tax Titles Redeemed	17,493.44
Tax Possessions	3,000.00

Licenses and Permits:	5,494,788.55
Liquor Licenses:	15,370.00
Miscellaneous Licenses:	1,066.00
Sun. Entertainment & Refresh.	666.00
Common Victualler	110.00
Class II - 2nd Hand Cars	90.00
Class III - Junk Cars	100.00
Class I	100.00

Miscellaneous Permits	1,365.00
Sewerage Collection	60.00
Sewerage Installation	65.00
Gasoline Storage	139.00
Firearms-Permits to Carry	520.00
Auction & Raffle Permits	22.00



Permits to Sell - FA	55.00	
Stable Permits	40.00	
Permits to Solicit	25.00	
Board of Health Permits	229.00	
Permits to Possess	210.00	
		17,801.00
Court Fines:	18,011.00	
Board of Appeals Hearings:	1,355.00	
Conservation Fees:	25.00	
Planning Board Fees:	190.00	
Planning Board-Surety Deposit	2,399.50	
		21,980.50
Highway		
Chapter 283	153.18	
Chapter 81	33,342.00	
Chapter 825	72,197.73	
		105,692.91
Grant from Federal Government	92,409.85	
School - PL 874	90,356.01	
School - PL 85-086	2,053.84	
Grants from State	2,127,489.53	
Schools:		
Title I, Follow Through V	29,359.00	
Special Education Ch. 766	352,221.00	
Chapter 70, Special Ed.	1,366,639.32	
Chapter 71, 7A	163,540.00	
Chapter 70, School Aid Bldg.	210,259.74	
Library Learning	5,470.47	
Free Public Library	3,888.00	
Highway Chapter 825 Acts 74	1,130.01	
Veteran's Services	8,734.07	
Dept. Of Public Works	120.75	
Census Reinb.	3,233.75	
Library	900.00	
State Lottery & Bingo	81,625.87	
Gasoline Tax	30,131.29	
Local Growth Policy Grant	200.00	
Grants From County-Dog Taxes	3,129.88	
		2,352,993.00
Dept. Revenue:		
Sale of Maps & By-Laws	76.30	
Personal Telephone Use	184.34	
Public Telephone Commission	234.71	
Release Fees	80.00	
Recording Fees & Avd. Fees	78.60	
		653.95
Public Safety:		
Police-Accidents Report Fees	1,095.00	
Building Inspector	7,422.00	

Gas Inspector	1,128.00	
Plumbing Inspector	1,935.00	
Wire Inspector	3,201.00	
Care & Kill of Dogs	2,154.00	
State Building Permits	225.00	
		17,160.00
From Other Sources		
Overpayment Refunds	6,942.03	
Insurance Dividend	2,098.18	
CETA - Workmen's Comp. Contr.	334.28	
Misc.	22.81	
Rental of Town Equipment	45.00	
Sale of Town Equipment	645.00	
Mini Bus Reinb.	366.63	
Bike Auction	386.00	
Roudenbush Comm. Center	11,454.95	
Insurance Reinb.	3,290.00	
Sale of School Car	1,100.00	
		26,684.88
Cemeteries:		
Opening Grave	2,515.00	
Sale of Lots & Graves	7,100.00	
Perpetual Care	3,200.00	
Cemetery Foundations	165.25	
		12,980.25
Reimbursements:		
Legal Ads	233.42	
Damages-Town Property	390.99	
Tax Title Adv.		
Land Court Fees	285.00	909.41
Gift to Town	300.00	
Gift to School		300.00
School Dept.		
Cafeteria		298,108.07
School Local	169,942.23	
State	26,124.45	
Federal	102,041.39	
Athletics & Band		4,253.35
		302,361.42
Custodian Extra Detail Rev.	3,555.86	
Police-Extra Detail Rev.	18,558.14	
		22,114.00
Treasurer:		
Municipal Liens		1,849.50
Town Possession Tax Adj.		304.49
		2,153.99

Water:

Rates	192,920.09
Services & Misc.	15,615.87
Guar. Deposits of Services	17,795.96
Guar. Deposits of Extensions	2,834.62
Backhoe Fund	1,339.88
Water Liens	4,081.01
Water Interest Charges	31.54

234,618.97

Agency & Trust

Payroll Deductions:

Federal Withholdings	694,587.91
State Withholdings	223,113.09
County Retirement	64,438.61
Chapter 32B, Employees	108,565.54
United Fund	1,493.95
Chapter 32B, Town Share	5,366.65
Family Funding	1,428.00
Cafeteria - Meal Tax	555.95
Tax Annuity	277.50

1,099,827.20

Dog Licenses:

4,200.60

4,200.60

Loans:

Water Dept. Land Purchase

144,800.00

144,800.00

Interest:

General:

55,637.13

Tax Title	2,335.38
Deferred Taxes	31,138.00
Investments	15,439.35
Bettrs. Committed Int.	4,048.45
Sale of Lots	392.87
Loans	211.20
Int. on Escrow	2,058.98
Int. on Savings	12.90

Stabilization Funds

3,493.26

59,130.39

Interest Withdrawn from Trust:

E. Fletcher Library Trust Fund	388.00
M. Atwood Lecture Fund	808.98
Library General Trust Fund	267.42
Wright Cemetery Fund	200.00
Cemetery Perpetual Care Fund	4,300.10
J. H. Fletcher Cemetery Fund	57.89

6,022.39

May E. Day Trust Fund:

100.00



Revenue, Cash, Investments:		2,300,000.00
Tax Anticipation Loans:		500,000.00
Federal Grants		170,966.92
Revenue Sharing Fund	167,545.00	
Revenue Sharing Fund Int.	3,421.92	
		82,241.59
Anti Recession Fund	81,180.00	
Anti Recession Fund	1,061.59	
HUD - Grant Roudenbush Comm Center		3,000.00
		256,208.51
Restoration Fire Station Gifts & Int.		1,594.93
		1,594.93
 Total Receipts		12,985,076.85
Cash Balance 7/1/76		440,751.11
Rev. Sharing Balance 7/1/76		97,025.54
Special Cash Balance 7/1/76		
HUD Grant		6,618.11
Restoration Fire Station		1,895.54
		<hr/> 13,531,367.15

# EXPENDITURES-JULY 1, 1976 - JUNE 30, 1977

## GENERAL GOVERNMENT

### Selectmen

Selectmen's Salaries		4,900.00
Executive Salary		8,602.70
Selectmen Expense		3,673.19
Supplies	314.58	
Travel Allow	1,227.74	
Postage	40.00	
Dues	537.50	
Conferences	133.00	
Lawyer Co-Op	138.75	
Misc.	231.05	
Telephone	607.57	
By-Law Printing	443.00	
Misc. Svcs. & Expenses		1,275.00
Remodeling Selectmen		45.14

### Town Accountant

Salaries		10,097.00
Expenses		1,201.64
Telephone	364.77	
Supplies	157.97	
Travel Allow & Dues	205.00	
Service Contract	54.50	
Accounting Forms	330.40	
Postage	39.00	
Vacation Coverage	50.00	

### Treas.-Tax Collector

Salaries		29,094.19
Treas.-Tax Collector	11,150.00	
Clerical	17,944.19	
Expenses		11,578.98
Supplies	2,780.74	
Postage	4,776.82	
Svcs. Contract	995.78	
Ins. & Bonds	913.00	
Telephone	467.54	
Dues & Conf.	161.08	
Travel Allowance	300.00	
Tax Bills	1,184.02	
Capital Equipment		348.00

### Assessors

Salaries		29,557.10
Assessors (3)	20,936.30	
Clerical	8,620.80	
Expenses		5,793.21
Supplies	547.37	
Contractual Svcs.	2,154.94	
Telephone	264.83	
Dues & Conferences	365.83	

Travel Allowance	1,000.00	
Postage	240.18	
Deed Service	420.96	
Misc.	799.10	
License Exp. & Legal Ads		1,036.05
Finance Comm. Expense		900.69
Town Clerk		
Salaries		11,193.54
Town Clerk	7,200.00	
Clerical	3,993.54	
Expenses		1,877.02
Telephone	390.11	
Office Supplies	172.45	
Conf. & Dues	203.92	
Postage	112.46	
Binders	485.04	
Vital Statistic Records	366.00	
Misc.	147.04	
Town Counsel		
Retainer		17,415.00
Expenses		2,769.04
Town Aide		
Salary		7,702.24
Expenses		504.07
Engineering		
Sanitary Landfill		4,066.26
Registration & Election		
Salaries		11,420.58
Expenses		3,558.80
Postage	113.68	
Advertising	277.30	
Supplies	41.79	
Town Listing Chap. 41	350.00	
Repairs	147.00	
Listings	2,100.03	
Ballots	529.00	
Planning Board		
Salaries		743.26
Expenses		1,214.04
Board of Appeals		1,493.31
Conservation Comm.		468.91
House Numbering		188.82
Personal Board		50.00
Municipal Buildings		
Town Hall Salary Custodian		3,855.00



Town Hall Expenses		9,205.37
Carpeting & Flooring	454.00	
Heat	2,959.58	
Electricity	716.40	
Gas	76.62	
Water	49.50	
Wiring		
Rubbish Collection	168.00	
Copy Machine	2,222.24	
Custodial Supplies	724.18	
Office Supplies	95.70	
Repairs	431.03	
Misc. (700.00 Storage Area)	846.00	
Electrical Repairs	462.12	
Renovation Town Hall		5,103.00
T. H. Fire Alarm		4,029.00
Police-Fire Station		12,014.09
Electricity	5,705.23	
Heat	4,463.96	
Wiring	161.41	
Water	111.50	
Custodial Supplies	126.82	
Repairs	1,109.73	
Supplies	23.83	
Pest Control	85.00	
Cleaning Services	226.61	
Roudenbush Comm. Center		11,335.16
Heat	4,764.00	
Electricity	1,738.44	
Water	42.25	
Telephone	1,001.79	
Office Supplies	773.68	
Program Supplies	824.08	
Maintenance	830.70	
Steeple Removal	1,000.00	
Advertising	72.62	
Postage	157.20	
Misc.	130.40	
Roudenbush Bolier		
Heating System		10,883.99
Total General Government		229,193.39
Public Safety		
Police Salaries		417,363.93
Chief	22,874.31	
Patrolmen	309,815.73	
Clerical	70,334.77	

Traffic Supervisors	11,979.95	
Maintenance	2,359.17	
Police Expenses		64,049.83
Car Washes	418.00	
Chief Expenses	495.23	
Cruiser Maint.	7,648.06	
Gasoline	16,042.60	
Insurance	5,061.00	
Law Books & Pamphlets	1,027.01	
Office Supplies	4,998.62	
Out of State Travel	500.00	
Photo Lab Expenses	2,916.87	
Police Equip.	4,386.84	
Prisoner Meals	71.72	
Radio Service	510.57	
Sp. Assignment-Travel	1,236.90	
Stamps & Mailing	548.45	
Telephone	5,384.00	
Teletype	2,325.60	
Tires	2,164.33	
Tuition & Training	1,206.70	
Uniforms	4,229.98	
Use of Motor Vehicle/Chief	1,799.95	
Town of Burlington	548.00	
Misc.	528.90	
Photo Equip. Police		3,492.90
Police Cruisers		11,602.00
Fire Department Salaries		67,844.22
Chief	14,370.00	
Firemen	25,484.79	
Fire Annual	9,300.00	
Ambulance	6,587.68	
Switchboard	10,778.26	
Clerical	1,323.49	
Fire Dept. Expenses		32,065.24
Heat	3,572.20	
Telephone	3,267.17	
Electricity	1,257.61	
Water	172.00	
Radio Repair	1,150.36	
Electrical Repair	2,524.35	
Supplies	3,784.15	
Fire Equipment	1,325.54	
Insurance	5,053.50	
Dues	46.00	
Advertisements	7.00	
Tires	109.58	
Hoses	2,991.00	
Building Repair	595.09	
Gas & Oil	4,946.42	
Training	227.79	

Fire Prevention	513.80	
Blood Bank	108.50	
Chief's Expense	413.18	
Base Station Radio		1,976.00
Fire Dept. Truck		7,600.00
Equipment		1,717.00
Fire Station Heating System		1,000.00
Tree Dept.		18,432.98
General	11,755.89	
Plant New Trees	1,466.00	
Dutch Elm Disease	2,800.00	
Insect Pest Control	2,411.09	
Inspectors		14,954.99
Bldg. Insp. Salaries	7,621.61	
State Insp. Salary	1,583.32	
Bldg. Insp. Expenses	1,076.56	
Gas Insp	1,104.00	
Plumbing Inspector	1,175.50	
Wire Inspector	2,394.00	
Sealer Weights & Measurers		300.00
Dog Officer		14,795.84
Salaries	10,484.35	
Expenses	4,311.49	
Civil Defense		2,804.56
		659,999.49
Health Dept.		
Salaries		1,350.00
Members	750.00	
Clerical	600.00	
Expenses		557.11
Animal Inspector		300.00
Agent-Dead Animals		906.00
Stable Inspection		250.00
Nursing Services		4,232.97
Share		9,701.00
Nahoba Bd. of Health		35,901.00
Operational Sanitary Landfill		36,043.32
Impr. Sanitary Landfill		900.00
Total Health		90,141.40
Highway		
Town Roads		85,914.06
Salaries & Wages	59,265.76	
Expenses	26,648.30	
Snow & Ice		164,939.42



Salaries & Wages	70,727.04	
Expenses	94,212.38	
Drainage		13,985.29
Street Signs		1,072.80
Sidewalks		867.00
Machinery & Equipment		26,864.49
Roto Rooter		730.93
Highway-Truck		19,004.00
Town Roads Improvement Chap. 825		33,625.85
Salaries & Wages	14,916.60	
Expenses	18,709.25	
Street Betterments		14,775.53
Street Lights		27,490.02
Total Highway		389,269.39
Veteran's Services		
Salaries		1,900.00
Expenses		325.00
Benefits		11,937.73
Total Veterans Services		14,162.73
School Dept.		
School Operational		5,097,195.78
Salaries	3,891,099.02	
Operational Expenses	969,215.79	
Transportation	236,880.97	
Cafeteria		273,035.24
Athletics & Band		44,636.35
PL 92-318 (Home Ec.)		1,505.77
Title I Follow Thru		25,698.80
Title II Public Library		2,588.10
Title IV		2,695.63
North Middle Gym Floor		25.41
School Septic System		66,127.00
H.S. Bldg. Comm.		6,404.87
Nashoba Tech H.S. Assess.		298,531.00
Total Schools		5,818,443.95
Libraries		
Salaries		60,228.00
Expenses		30,677.57
Books	18,293.69	
Periodicals	1,080.11	
Prints	850.20	
Misc.	60.21	
Oil	1,144.04	
Electricity	3,617.00	
Water	40.50	

Telephone	440.14		
Janitorial Supplies	792.21		
Library Supplies	2,149.69		
Publicity	552.54		
Repairs	1,508.54		
Dues & Travel	148.70		
Capital Items			
Gestetner		392.64	
Telephone Installation		800.00	
Carpeting		582.36	
C. of M. Grant		888.29	
Total Library			93,568.86
Parks & Recreation			
Parks		13,287.78	
Salaries	10,299.58		
Expenses	2,988.20		
Recreation		27,692.66	
Town Beach	1,200.00		
Summer Parks	3,497.79		
Baseball	9,332.30		
Skating	9,500.00		
Football	1,950.00		
Basketball	600.00		
Administration	812.57		
Misc. Sports	800.00		
Capital Equipment		8,700.00	
Parker Village Tennis Court		11,536.80	
Total Parks & Recretation			61,217.24
Employer's Contributory Retirement	123,419.72		
Total Employer Contributory Retirement			123,419.72
Unclassified			
Town Report		5,622.36	
By-Laws		300.00	
Veteran's Quarters		900.00	
Memorial Day		880.69	
Group Insurance		98,286.20	
Other Insurance		55,248.00	
NMAC		2,850.00	
Real Estate Appraisals		590.00	
CETA		1,118.70	
Council on Aging		3,747.43	
Retired Sr. Volunteer		300.00	
Aquatic Nuisance Control		2,492.16	
Police-Fire Station		975.00	
Lowell Mental Health		2,670.00	
Local Growth Pol. Comm.		450.51	
Town Line Granite Mon.		987.50	
Total Unclassified			177,418.55

Water Dept.		
Salaries & Wages		77,367.09
Superintendent	14,370.00	
Maintenance Men	45,958.16	
Clerical	15,838.93	
Commissioner	1,200.00	
Expenses		65,921.43
Electricity	28,387.85	
Telephone	1,383.89	
Office Supplies & Equip.	2,447.81	
Dues & Travel	225.00	
Insurance	838.50	
Gas & Oil	2,131.96	
Adv. & Surveys	1,537.30	
Repairs	2,949.64	
Well Testing & Impr.	11,083.40	
Hot Top & Gravel	2,547.04	
Uniforms	500.00	
Trucks, Backhoe, Radio	6,500.18	
Well Treatment	2,327.05	
Misc. Maint.	3,061.81	
Pipes & Supplies		19,645.33
Pick-Up Truck		5,300.00
Land Purchase		7,500.00
Land Purchase		144,800.00
Water Extensions		4,656.19
Total Water		325,190.04
Cemetery		
Salaries		13,158.89
Expenses		4,173.62
Contractor	1,730.00	
Electricity	67.23	
Water	18.50	
Equipment Repairs	495.70	
Insurance	53.00	
Office Equipment	26.64	
Gasoline	365.11	
Truck Repairs	411.75	
Dues & Conf.	87.00	
Supplies	918.69	
Riding Lawn Mower		2,313.00
Hot Topping		3,000.00
Utility Trailer		728.00
Total		23,373.51
Interest		
Temporary Loans		1,467.33
Total		1,467.33
Municipal Indebtedness		
Anticipation Rev. Loans		500,000.00
Prin. & Int. On Loans		923,272.27



Unpaid Bills	3,079.20	
Total		1,426,351.47

State & County Assessment		
State Parks	41,675.09	
M.V. Excise Bills	1,684.95	
Elderly Health Ins.	1,252.09	
Air Pollution Control	1,015.82	
Mosquito Control	12,651.88	
County Tax	227,523.41	
County Hospital	6,830.17	
Total		292,633.41

Agency Trust & Investments		
District Taxes	503.26	
Dog License	4,143.55	
Planning Bd. Surety Dep.	19,129.67	
Police Extra Detail	18,558.14	
Custodian Extra Detail	3,570.50	
Federal Withholding	694,756.41	
State Withholding	223,204.61	
Group Insurance	98,286.25	
Retirement Fund	64,499.86	
United Fund	1,150.80	
Family Funding	1,638.36	
Tax Annuity	173.20	
Perpetual Care Funds	3,700.00	
Trust Funds	1,622.29	
Investment Fund Securities	1,800,000.00	
Total		2,934,936.90

Grants		
Restoration Fire Station		2,629.03
Roudenbush Comm. Center		9,715.21

Transfer		
Anti Recession		23,431.00

Refunds		
Taxes	26,039.17	
Special Assessment	105.16	
M. V. Excise	9,056.09	
Water	244.95	
Estimated Receipts	126.75	
Other	1,342.75	
Total		36,914.87

Total Payments		12,733,477.49
Balance End of Year		
General		697,113.38
Special Cash		100.15

Revenue Sharing  
Anti Recession

42,005.90  
58,670.23

Total Payments & Cash on Hand

13,531,367.15

TOWN OF WESTFORD  
BALANCE SHEET - JUNE 30, 1977  
GENERAL ACCOUNTS

ASSETS		LIABILITIES AND RESERVES	
CASH:		State and County Assessments 1977-1978	
General	697,113.38	State	
Special		County Tax	247,815.10
HUD Grant	.15	Mosquito Control	13,161.00
Fed. Revenue Sharing	42,005.90	Special Ed-766	11,597.00
Anti Recession-Fiscal Asst.	58,670.23	Motor Vehicle Excise Tax	1,417.35
Library-May E. Day Trust Fund	100.00	Pollution Control	1,112.66
Advances for Petty Cash		State Parks	45,625.60
Library	10.00	Elderly Gov't Health Ins	2,019.17
		Regional Transit Auth.	5,000.00
Accounts Receivable		County Dog Taxes	670.05
			328,417.93
Taxes:			
Levy of 1966		Payroll Deductions:	
Personal Property	18.00	Federal Taxes	737.65
Levy of 1967		United Fund	1,021.40
Personal Property	406.30	Tax Annuity	104.30
Levy of 1968		Retirement	7,418.56
Personal Property	374.30	Chapter 32B	16,940.05
Levy of 1969			
Personal Property	354.65	Town Appropriation Chap. 32B	26,221.96
			2,080.45







Special Assessments:			
Street Betterments			
Unapportioned	16,988.01		
Original St. Betterment	3,981.64		
Added to Taxes			
Levy of 1968	80.11		
Levy of 1969	209.34		
Levy of 1970	38.71		
Levy of 1971	36.99		
Levy of 1974	1,022.79		
Levy of 1976	1,992.06		
Committed Interest			
Levy of 1968	14.33		
Levy of 1969	55.97		
Levy of 1970	13.92		
Levy of 1971	1.45		
Levy of 1972	12.15		
Levy of 1973	57.61		
Levy of 1974	74.35		
Levy of 1976	313.59		
Levy of 1977	225.25		
	25,118.27		
Cemetery-Foundation Fund			165.25
Sale of Cemetery Lots Fund			10,581.03
Receipts Reserved for Appropriation:			
Backhoe Fund			43.99
Reserve Fund-Overlay Surplus			11,318.43
Overlay Reserved For Abatement			
Levy of 1967		406.30	
Levy of 1968		374.30	
Levy of 1969		342.35	
Levy of 1970		887.38	
Levy of 1972		41,753.31	
Levy of 1974		18,880.35	
Levy of 1976		24,330.06	
Levy of 1977		14,233.23	
			101,207.28
Revenue Reserved Until Collected:			
Motor Vehicle Excise	375,364.97		
Farm Excise	1,130.18		
Special Assessment	24,580.73		
Tax Title and Possessions	64,281.93		





Revenue - 1977-78	7,797,601.27
Revenue Sharing Fund	136,839.10
Loans Authorized	
Street Betterments	10,475.00
Police-Fire Station	320,000.00
Traffic Lights	13,000.00
	343,475.00
State and County Assessments:	
County Hospital	3,642.76
State Aid for Library	4,857.00
Overlay 1975	8,499.76
	774.78
Unprovided for or Overdrawn Accounts:	
Trust Fund Income	
Perpetual Care-Cemetery	3,777.50
Police-Revolving Account	228.01
Infirmary	40.00

Payroll Deduction	
State Withholding	64.62
Family Funding	33.64
	<hr/>
	98.26
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	10,099,887.55
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Submitted  
Elaine M. Sundberg  
Town Accountant



TOWN OF WESTFORD TRUST FUNDS

July 1, 1976 to June 30, 1977

TRUST FUND	PRINCIPAL	INT. AS OF 6/30/76	INT RECE 7/1/76 to 6/30/77	WITHDRAWALS	DEPOSITS	BALANCE 7/1/77
Mary Atwood Lec. Fund	\$22,597.40	952.20	\$1,322.76	\$808.98		\$24,063.38
Emily Fletcher	2,000.00	394.86	128.11	388.00		2,134.97
Wm. Rodenbush \$5,934.00		707.29	42.12		\$252.17	1,001.58
May E. Day	100.00		.17			100.17
Albert Prescott	7,056.08	1,049.96	482.79	50.40		8,538.43
J.R. Wilkins	150.00	24.81	10.67			185.48
Martha Symmes	100.00	45.97	13.96			159.93
Laws Library	1,000.00	224.43	68.13			1,292.56
Augustine Fletcher	1,000.00	198.94	67.31			1,266.25
Stone Fund	1,000.00	218.02	66.19	79.66		1,204.55
William Tylor	2,500.00	515.32	165.92	137.36		3,043.88
John Osgood	1,000.00	219.17	66.53			1,285.70
Frederick Burbeck	1,000.00	218.71	66.39			1,285.10
John & Ann Burbeck	500.00	111.40	33.82			645.22
Ann Carmichael Burbeck	1,000.00	223.47	67.84			1,291.31
William Burbeck	1,000.00	220.93	67.07			1,288.00
Grace Burbeck	1,500.00	333.99	101.38			1,935.37
SUB TOTAL LIBRARY	43,503.48	5,659.47	2,771.16	1,464.40	252.17	50,721.88

CEMETRY TRUST FUNDS	PRINCIPAL	INT. AS OF 6/30/76	INT RECE 7/1/76 to 6/30/77	WITHDRAWALS	DEPOSITS	BALANCE 7/1/77
Perpetual Care	\$79,428.23	2,439.56	5,466.79	4,300.14		83,034.44
William Wright	5,000.00	419.38	361.27	200.00		5,580.65
Lyman Wilkins	1,413.11	45.16	83.59			1,541.86
J. Herbert Fletcher	500.00	98.89	33.52	57.89		574.52
SUB TOTAL CEMETRY	86,341.34	3,002.99	5,945.17	4,558.03		90,731.47

TOWN TRUST FUNDS						
Metcalf & Soldier	1,300.00	2,073.53	193.43			3,566.96
Conservation Fund	5,835.63	1,311.64	409.84			7,557.11
Whitney Shade Trees	2,500.00	1,983.33	257.06			4,740.39
Whitney Playground	10,000.00	9,228.26	1,102.66			20,330.92
SUB TOTAL TOWN TRUST FUNDS	19,635.63	14,596.76	1,962.99			36,195.38
GRAND TOTAL						
TOWN OF WESTFORD TRUST FUNDS	\$149,480.45	23,259.22	10,679.32	6,022.43	252.17	\$177,648.73

Paula Brule  
Treasurer-Collector  
Town of Westford

TREASURER'S REPORT

JULY 1, 1976 to JUNE 30, 1977

Balance on Hand	7/1/76	\$546,290.30	
Total Rec.	6/30/77	12,983,949.93	
			\$ 13,530,240.23

Total Payments	7/30/77	12,732,350.57	
Bal. on Hand	6/30/77	797,889.66	
			\$ 13,530,240.23

Paula Brule  
Treasurer-Collector  
Town of Westford

BOND AND INDEBTEDNESS  
TOWN OF WESTFORD  
JULY 1, 1976 to JUNE 30, 1977

DATE	LOAN	PRINCIPAL	AMT. PD THRU JUNE 30, 1976	Prin & Int. Pd 7/1/76 to 6/30/77	BALANCE AS OF 7/1/77
5/1/72	Westford	4,620,000.00	1,240,000.00	310,000.00	3,070,000.00
11/1/86	Academy		860,570.00	151,575.00	718,630.00
1/15/68	Robinson	1,175,000.00	420,000.00	60,000.00	695,000.00
7/15/88			330,412.50	32,625.00	183,712.50
4/30/68	Land Acqu.	58,000.00	40,000.00	5,000.00	13,000.00
10/30/79			14,319.00	666.50	752.50
7/15/64	North Middle	900,000.00	720,000.00	60,000.00	120,000.00
1/15/79			212,040.00	5,580.00	5,580.00
7/15/64	North Middle	95,000.00	85,000.00	5,000.00	5,000.00
1/15/78			241,335.00	310.00	155.00
12/15/74	School Sal.	453,648.00	303,648.00	150,000.00	
6/15/77			47,032.85	10,050.00	
SUB TOTAL SCHOOL LOANS		7,301,648.00	2,808,648.00	590,000.00	3,903,000.00
				200,806.50	908,830.00
8/15/74	Police-Fire Sta	70,400.00	28,400.00	14,000.00	28,000.00
2/15/79			6,431.52	1,932.00	1,932.00
4/15/75	Lake Shore Dr. So.	31,000.00	11,000.00	10,000.00	10,000.00
10/15/77			2,168.90	793.50	264.50
5/15/72	St. Const.	61,6000.00	41,600.00	10,000.00	10,000.00



DATE	LOAN	PRINCIPAL	AMT. PD THRU June 30, 1976	Prin & Int. Pd 7/1/76 to 6/30/77	BALANCE AS OF 7/1/77
11/15/77			7,376.00	577.50	192.50
2/1/71	Nabnasset Drainage	55,000.00	30,000.00	5,000.00	20,000.00
8/1/80			13,584.20	1,406.25	2,500.00
8/20/76	Edwards Avenue	14,000.00		5,000.00	9,000.00
2/20/79				805.00	747.50
6/13/74	Birch, Crescent	39,925.00	29,925.00	10,000.00	
12/13/76	Mulberry Lane		3,160.25	250.20	
SUB TOTAL	TOWN LOANS	271,925.00	140,925.00	54,000.00	77,000.00
				5,764.45	5,636.50
1/30/77	Howard Rd.	1d.144,800.00			144,800.00
7/30/71	Purchase			3,801.00	16,926.00
3/19/76	Pur. Water	22,500.00		10,000.00	12,500.00
9/19/79	Pump		577.51	962.50	481.25
10/17/74	Timberlee Ln.	5,680.00	1,420.00	1,420.00	2,840.00
4/17/79			565.48	210.90	210.90
4/15/70	Water Bonds	236,000.00	101,000.00	15,000.00	120,000.00
10/15/84			75,531.25	7,968.75	30,000.00
9/1/56	Pur. Water Co.	281,000.00	201,000.00	10,000.00	70,000.00
3/1/84			96,226.00	2,080.00	7,280.00

DATE	LOAN	PRINCIPAL	AMT PD. THRU JUNE 30, 1976	Prin & Int. Pd 7/1/76 to 6/30/77	BALANCE AS OF 7/1/77
	SUB TOTAL WATER	689,980.00	303,420.00	36,420.00 15,023.15	350,140.00 54,898.15
<hr/>					
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TOTAL PRINCIPAL PAID FOR FY 77				680,420.00	
TOTAL INTEREST PAID FOR FY 77				217,793.10	
				<hr/>	
				\$ 898,213.10	

Paula Brule  
Treasurer-Collector  
Town of Westford

# TAX COLLECTOR'S REPORT

JULY 1, 1976 to JUNE 30, 1977

YEAR	TAX	BAL OF COMMITMENT	COLLECTIONS	ABATEMENTS	REFUNDS	ADDED TO TAX TITLE	BALANCE 6/30/77
1966	Per. Prop.	\$ 18.00					18.00
1967	Per. Prop	406.30					406.30
1968	Farm Animal	49.50					49.50
	App. St. Bett	94.44					94.44
	Per. Prop	374.30					374.30
	Excise	7,968.83					7,968.83
1969	Farm Animal	57.00					57.00
	Per. Prop	366.95					366.95
	Excise	7,417.71					7,417.71
1970	Farm Animal	57.00					57.00
	App. St. Bett	52.63					52.63
	Per. Prop.	692.70					692.70
	Real Estate	171.00					171.00
	Excise	12,920.92					12,920.92
1971	Farm Animal	28.00					28.00
	App. St. Bett	38.44					38.44
	Per. Prop.	1,746.25					1,746.25
	Excise	17,272.23					17,253.25
1972	Farm Animal	2.30					2.30
	App. St. Bett	52.68					52.68
			18.98				

YEAR	TAX	BAL OF COMMITMENT	COLLECTIONS	ABATEMENTS	REFUNDS	ADDED TO TAX TITLE	BALANCE 6/30/77
1973	Per. Prop.	2,248.50					2,248.50
	Unapp. St. Bett	322.49	322.49				-00.00
	Excise	25,811.08					25,811.08
	Farm Animal	1.80					1.80
	Per. Prop.	2,834.18	1,791.63				1,042.55
1974-6 mos	Excise	25,183.07	2,354.72	12.38	18.12		22,834.09
	App. St. Bett	1,917.33					1,917.33
	Water Lien	85.04					85.04
	Real Estate	3,000.75	2,626.36	74.64	74.64	374.39	00.00
	Excise	47,464.99	28,381.62	5,644.52	338.78		13,777.63
1974-75	Per. Prop.	2,053.51	833.67				1,219.84
	Farm Animal	44.39					44.39
	Real Estate	91,882.61	85,985.42	135.45	310.45	6,072.19	000.00
	Excise	65,971.50	26,585.09	6,096.02	780.78		34,071.17
	Water Lien	400.86	18.50				382.36
1975-76	Comm Interest	167.31				46.48	120.83
	App. St. Bett	1,159.98				82.94	1,077.04
	Per. Prop.	5,580.17	2,926.75	9.03			2,644.39
	Real Estate	160,909.66	140,373.41	630.30	2,667.37		22,573.32
	Per. Prop.	5,655.74	1,754.18				3,901.56
	Farm Animal	412.59					412.59
	Water Lien	533.17	127.59				405.58
	App. St. Bett	254.19	195.54				58.65



YEAR	TAX	BAL OF COMMITMENT	COLLECTIONS	ABATEMENTS	REFUNDS	ADDED TO TAX TITLE	BALANCE 6/30/77
1976-77	Comm Interest	465.99	139.40				326.59
	Excise	300,239.98	248,279.65	25,068.10	6,730.69		33,622.92
	Real Estate	4,778,448.72	4,437,372.35	83,946.34	22,915.57		280,045.60
	Per. Prop	269,647.72	264,005.98	483.75	4.92		5,162.91
	Farm Animal	542.10	8.50				533.60
	Water Lien	4,394.09	3,934.92				459.17
	App. St. Bett	11,170.70	8,911.83	415.48	54.76		1,898.15
	Comm Int.	4,296.81	3,787.24	334.72	50.40		225.25
	Excise	357,187.54	195,266.10	21,646.46	1,573.82		141,848.80
	Classified Forest	5.90	5.90				
	Unapp. St. Bett	66,342.26	4,709.60	1,381.79			60,250.87
TOTALS		\$6,286,423.90	5,460,717.42	145,878.98	35,520.30	6576.00	708,771.80

Paula Brule  
Treasurer-Collector

# REPORT OF THE BOARD OF ASSESSORS

Value of Buildings and Land-	January 1, 1977	\$76,029,703.00
Value of Personal Property-	January 1, 1977	<u>4,348,555.00</u>
Total Valuation -	January 1, 1977	\$80,378,258.00

Appropriations - Town Meeting, Nov. 18, 1977	21,000.00
Appropriations - Town Meeting, May 7, 1977	7,804,466.65
Appropriations - Town Meeting, August 10, 1977	40,687.76
Amount Necessary to Satisfy Court Judgement	20,592.00
Amounts Taken From Available Funds	198,432.00
Anti Recession Fiscal Assistance	58,376.00
Revenue Sharing	178,845.00
Debt & Interest Charges for Various Schools	611,256.50
Debt & Interest Charges for Water Dept. Loans	97,050.10
Debt & Interest Charges for Misc. Loans	47,356.25
County Taxes Including Underestimates of Previous Years	320,352.39
1977 Overlay Fund	98,516.46
Gross Amount to be Raised	9,166,222.10
Approved From Free Cash to Reduce Tax Rate	88,709.00
Total Estimated Receipts & Available Funds	3,009,247.54
Net Amount to be Raised on Property	6,156,974.56

General Rate	\$21.95
School Rate	54.65
TAX RATE - \$76.60 per \$1,000	

Apportioned Street Betterment Commitment & Interest	14,973.75
Farm Animal Excise Commitment	586.01
Levy of 1976 Motor Vehicle Excise Commitment	92,980.66
Levy of 1977 Motor Vehicle Excise Commitment	<u>468,374.63</u>
Total Motor Vehicle & Trailer Excise Commitment	561,355.29
Livestock Value	19,900.00
Mach. Equipment and Misc.	352,985.00
Stock in Trade	74,820.00
Trailers	47,450.00
Public Utilities	3,853,400.00
Acres of Land	16,127
Dwellings	3,753

ABATEMENTS

	<u>EXCISE</u>	<u>PROPERTY</u>
1974	\$ 4,840.65	\$ -----
1975	2,586.64	9.03
1976	12,292.31	1,697.47
1977	41,522.74	76,309.34

APPORTIONED STREET BETTERMENT WITH INTEREST

	<u>AMOUNT</u>	<u>PROPERTY</u>
1977	\$1,873.54	\$207.05

Board of Assessors

Norman K. Nesmith  
John F. Gagnon  
Uldege Ricard

## REPORT OF THE POLICE DEPARTMENT

To most people, late winter snow, spring thaw and the extension of daylight hours have special meaning for any number of reasons. Much more significance is attached to the first quarter of the year, however, by those intimately involved in the administration of town government.

Budget preparation, compilation of statistics, committee meetings and annual reports by the respective department heads signal the advent of the Annual Town Meeting.

At this time, each department head is afforded the opportunity to address specific problems germane to his department with which the community is, or should be, concerned. Through this medium of communication he has an opportunity to convey to residents both those areas in which he feels his department has performed well and those areas in which change is not merely desirable but necessary if the department is to effectively and efficiently perform the arduous tasks for which it was established.

One observing comparative statistics for the years 1976 and 1977 will quite readily observe there has not been an appreciable increase in this department's overall activities. In fact, the most significant increment this year is rather inconsequential; take aggravated assaults, for instance; there you will observe a 25% increase; in actuality, it reflects merely five additional assaults over the previous year. Again, in the robbery category you will observe a 40% increase resulting from two additional similar crimes over the preceding year. For this reason, there is no request this year for additional personnel in the department. This statement may ostensibly tend to confuse the reader who is unfamiliar with the current number of permanent department personnel and who now perceives a contradiction in my request to augment the office staff with the current CETA (Comprehensive Employment Training Act) employee.

### Office Staff

There was need to augment our office staff three years ago; this was never disputed. The Board of Selectmen and the Finance Committee concurred. Those in charge of the CETA program, sponsored by the federal government, authorized assignment of a woman to this office as a trainee, on three consecutive occasions. The incumbent, however, is the first whose retention I have recommended; she meets



the job criteria and is satisfactorily completing prescribed training. The nature of the work in this position is very sensitive and confidential and should not, therefore, be a perpetual training ground merely for the sake of employing the unemployed. It has always been my understanding that the CETA program was designed to train prospective employees and that its inducement to municipal governments is that during the employee's first year, local government would not accrue any financial responsibilities for her. Logically, it would appear to me, the Town is or should be obligated to absorb this woman currently employed in this department in the position of Principal Clerk.

#### Department Vehicles

This department maintains seven vehicles: three marked cruisers deployed as patrol cars on a regular basis; a marked Safety Car which we obtained through the Governor's Highway Safety Bureau in 1975 and utilized by the Safety Officer; and three unmarked cruisers; two of which are assigned to the Criminal Bureau. The other is used by the Chief. Cruisers used daily for patrol obviously accrue the most mileage. I have pointed out in the past, and repeat now, it is unrealistic and not at all economical to maintain a patrol cruiser for more than twelve months. If kept longer, repair costs will become prohibitive. Having a fleet of seven vehicles, I suggest we maintain a policy adopted earlier, where three of the cruisers are traded annually.

#### Criminal Bureau

The composition of the Criminal Bureau remains intact; two officers are employed therein full time, while a third officer is assigned to it three of the five days weekly; he is assigned to a patrol cruiser for the remainder of the week. Last year the Bureau initiated 270 original investigations, 676 follow ups; they conducted 13 original narcotic drug investigations and 17 follow ups. Their court appearances consisted of 106 District Court, 6 at Superior Court and 2 before the Grand Jury. Investigations by the Bureau conducted outside this jurisdiction and/or assisting other departments numbers 100. The areas which involved laboratory work are: motor vehicle accidents, 206; criminal investigations, 889; original investigations, 242; follow up investigations, 73; processing classifications, 751.

In line with the Capital Outlay program initiated last year, the list of equipment required by the Bureau this year, most of which will be used in conjunction with the laboratory, includes a plaster casting kit, a crime scene laboratory vacuum cleaner, a latent print kit, a copy camera and a pocket recorder.

### Teletype

The increase in the cost of the teletype results from the Criminal History Systems Board's implementing the Criminal Justice Information System (CJIS). This system would include the Department of Public Safety 'LEAPS' system. This new upgrading system will allow use of Cathode Ray Tube (CRT) tv like terminal. The Criminal History Systems Board is going out to private industry in order to obtain competitively terminal and associated equipment. Local and state law enforcement agencies are going to be able to take advantage of the unit price negotiated by the state in upgrading their present teletype to a Cathode Ray Tube device on the Criminal Justice Information System. The actual unit price for lease and maintenance will not be known by the state until the latter part of March, when procurement prices will be known and available. I anticipate, however, that the figure I have submitted for teletype service and supplies should be fairly accurate, with slight deviation, more or less.

### Radio Communications

The Westford Police Department is a member of the Northeastern Massachusetts Law Enforcement Council (NMLEC). This is a compact of twenty towns which emerged in the late sixties, to render mutual assistance during that era when civil disorders were so prevalent. From this initial experience, the regional radio concept developed to facilitate radio communications between member communities.

Currently, it has gained support from those expressing concern about injuries and deaths resulting from high speed pursuits. In most such cases where multiple cruisers, involving several communities were involved, records will show lack of communications between pursuing cruisers to be a contributing factor.

Of equal significance is the fact the new system affords an officer the opportunity to remove from a



cruiser, and carry with him, the radio which then becomes a portable. He may then be in constant communication with the station, in any situation. For instance, it may be utilized in this fashion while he checks buildings or walks to an automobile which he has stopped in an isolated section of town at three o'clock in the morning. When he returns to the cruiser and inserts it in the charger, it again becomes a mobile unit operating off the cruiser antenna.

The frequency on which this operates is above 400 megahertz, one of the so called line of sight frequencies. Because of this characteristic the satellite and repeater stations which are the "nuts and bolts" of the system must be situated at the highest, choice locations. Such locations in other communities where this equipment is installed is owned by the respective municipalities. Unfortunately, such is not the case here. Westford will be obliged to pay for an easement commencing this year, if we hope to realize the full potential of this system. In my judgement the request by the owner is reasonable and we should negotiate an agreement with him. Other miscellaneous costs to support this project are fixed assessments dealing with both telephone lines and the NMLEC Regional Planning Office.

### Training

Continuous training and education continues to play a significant role in further development of personnel in this department: During 1977, two officers completed the twelve week mandatory basic Municipal Police Training; three officers attended a two day Photographic Theory course presented by the State Police; one officer attended and successfully completed a one week State Police sponsored Breathalyzer course; three officers attended the Mass. Criminal Justice Committee sponsored one day Supervisor's Techniques Seminar; three officers attended the two day Ident-Kit course and qualify as composite specialists to facilitate the identification of criminal suspects; one officer attended the one week Federal Bureau of Investigation sponsored Firearms Instructor's School; one officer was in attendance for the one day "Intervention" program which deals with alcoholism; one officer satisfactorily completed one day retraining with the Police Shot Gun; one officer attended, for two days, a First Responder Instructor's course; two officers attended a one day familiarization course with the new LEAPS/CJS teletype;

one officer attended a one day seminar on Juvenile Delinquency; one officer attended a one day seminar in Crime Prevention Techniques; one officer attended the Crime Scene Search program at the State Police Academy; one officer attended the Arson-Insurance Information one day seminar; two officers attended an updating one day course in Uniform Crime Reporting. In addition, three officers and one traffic supervisor, who also serves as police matron, attended a course in Rape-Victim Counseling, four hours weekly for ten weeks; two officers representing this department on the Northeastern Massachusetts Law Enforcement Council Tactical Squad attend four hour training monthly; officers of our Criminal Bureau attend Detective meetings conducted by the Northeastern Massachusetts Law Enforcement Council twice monthly; our Safety Officer attends monthly meetings of the Massachusetts Safety Officers Association; our Criminal Bureau is represented at monthly meetings of the Massachusetts Fraudulent Check Association.

#### Police Sign

Three hundred dollars was appropriated last year for the purchase of a 'police' sign to be erected at the entrance to the parking area in front of the station. It was grossly underestimated and the money remains in the town Treasury. I have since received a quote of nine hundred dollars for delivery and erection of steeled finish kitledge blue granite in which 'police' is engraved on either side. This will be held in sign slots in tapestry granite posts. I anticipate that an additional one hundred dollars will defray costs for preparation and pouring the footing. A sign of this type would, in my judgement, contribute to the enhancement of the community's aesthetic values.

#### School Traffic Lights

As I reported for the past three years, the automatic traffic control signs situated in the immediate school areas do not provide the protection for which they were erected. It is unlikely that a motor vehicle operator's observation of them would be timely to avert a collision with children walking in the street. Because there is no sidewalk snow removal in the community, children are forced to walk in the streets. Considering the totality of the circumstances, should a child be injured as a consequence of misplaced traffic control signs, I am of the opinion the community could be held culpably negligent.



## Civil Service

The town will be asked to appropriate a nominal amount of money, yet to be determined, to defray expenses of the town's Civil Service Study Committee. This will allow for printing and distribution of materials relating directly to the committee's investigations, inquiries, hearings etc., concerning State Civil Service Laws under which the Westford Police Department was established and is governed.

While I publicly acknowledge that those employed in the public sector's law enforcement agencies must be insulated from the political machinery, the system that once supported and promoted independence necessary for the performance of the prodigious, arduous tasks of law enforcement is the same vehicle currently used to erode the authority of local governments which seek to develop sound, professional police departments.

It is the induction of recruits in a police department which initially determine the quality of that department. It is in that particular area that the State Civil Service System most adversely affects a department's ability to develop a competent, professional agency. People are going to pay more to support a poor department than they will a good one. Therefore, it appears to me that the days should be long past when every Tom, Dick and Harry qualifies to enforce the complex laws of this society and to serve the community with the sensitivity and understanding it deserves. With few exceptions, recruitment and induction of personnel in police departments should be on our college and university campuses. The college diploma has replaced its high school counterpart. Formal education in our discipline has come of age.

What I have said on numerous occasions, I think worth repeating. A police department is but an instrument of the community it serves. If it performs well, such must be attributed to public participation and support. After all, the true measure of police effectiveness will be determined by how well we work together. I think our overall accomplishments in 1977 compliment that relationship.

I thank the Board of Selectmen and all residents who have assisted this department in any way during the past year. The cooperation rendered by all municipal departments, and by police agencies with whom we have worked, is gratefully acknowledged and genuinely appreciated. With very special fervor I again publicly acknowledge the loyalty and

cooperation of the officers and other employees in this fine organization. I am indebted to you.

Very truly yours,

Joseph R. Connell  
Chief of Police

ACCIDENTS, MV . . . . .	539
ALARMS, BURGLAR . . . . .	623
ARRESTS . . . . .	282
BUILDINGS INSPECTED . . . . .	3,083
BUILDINGS FOUND OPEN . . . . .	259
CALL BOX RESPONSES. . . . .	21
COMMITMENTS . . . . .	5
FINGERPRINTS, TAKEN FOR CITIZENSHIP . . . . .	3
FINGERPRINTS, TAKEN FOR EMPLOYMENT . . . . .	10
FINGERPRINTS, TAKEN FOR FIREARM LICENSE . . . . .	69
FIRES, RESPONSE TO . . . . .	203
FUNERAL ESCORTS . . . . .	49
PROTECTIVE CUSTODY . . . . .	44
SUMMONSES SERVED. . . . .	1,189
V.I.N. CHECKS . . . . .	185
	<hr/> 6,564

#### INCIDENTS INVESTIGATED

ANIMAL COMPLAINTS . . . . .	174
ANIMAL/MOTOR VEHICLE COLLISION . . . . .	65
ARSON. . . . .	9
ASSAULT, AGGRAVATED . . . . .	25
ASSAULT, INDECENT. . . . .	1
ASSAULT, SIMPLE . . . . .	61
AWOL . . . . .	4
BOMB THREAT . . . . .	13
BREAKINT & ENTERING, ATTEMPT . . . . .	24
BREAKING & ENTERING, FORCIBLE ENTRY . . . . .	131
BY-LAW VIOLATIONS, DOGS . . . . .	59
BY-LAW VIOLATIONS, ELECTIONS . . . . .	1
BY-LAW VIOLATIONS, JUNK MOTOR VEHICLES . . . . .	2
BY-LAW VIOLATIONS, PUBLIC DRINKING . . . . .	6
CHILD ABUSE. . . . .	4
CHILD NEGLECT, . . . . .	2
CRUELTY TO ANIMALS . . . . .	8
DISORDERLY PERSONS . . . . .	28
DISTURBANCE . . . . .	515
DOMESTIC DISTURBANCE . . . . .	123
FIREARMS VIOLATION . . . . .	34
FIREWORKS VIOLATION . . . . .	13
FIRELAW VIOLATION. . . . .	13
FORGERY. . . . .	3
HEALTH HAZARD . . . . .	103
INDECENT EXPOSURE . . . . .	5
INJURY TO PROPERTY . . . . .	436
LARCENY, ATTEMPTED . . . . .	24
LARCENY, OVER \$200.00 . . . . .	73

LARCENY, \$50.00 to \$200.00 . . . . .	134
LARCENY, LESS THAN \$ 50.00 . . . . .	145
LARCENY, MOTOR VEHICLE . . . . .	46
LIQUOR LAW VIOLATION . . . . .	10
LOST CHILD . . . . .	4
MANSLAUGHTER BY NEGLIGENCE . . . . .	1
MISSING PERSON . . . . .	51
MOTOR VEHICLE, ABANDONED . . . . .	29
MOTOR VEHICLE, DISABLED . . . . .	738
MOTOR VEHICLE, RECOVERED . . . . .	72
MOTOR VEHICLE, VIOLATION . . . . .	385
NARCOTIC DRUG LAW VIOLATION . . . . .	18
OBSCENE TELEPHONE CALLS. . . . .	16
PROPERTY, FOUND . . . . .	160
PROPERTY, INSECURE . . . . .	36
PROPERTY, LOST . . . . .	74
PROPERTY, RECOVERED . . . . .	126
PROWLER . . . . .	57
RAPE, ATTEMPTED . . . . .	3
RECEIVING STOLEN PROPERTY . . . . .	2
REPOSSESSION . . . . .	3
REQUEST ASSISTANCE (GENERAL PUBLIC). . . . .	1,002
REQUEST ASSISTANCE (OTHER POLICE AGENCIES) . . . . .	345
ROBBERY, ARMED . . . . .	3
ROBBERY, UNARMED . . . . .	4
RUBBISH DISPOSAL . . . . .	58
SAFETY HAZARD . . . . .	277
SUSPICIOUS MOTOR VEHICLE . . . . .	410
SUSPICIOUS PERSON . . . . .	299
TELEPHONE HARASSMENT . . . . .	27
THREATENING . . . . .	26
TRAFFIC HAZARD . . . . .	282
TRESPASSING . . . . .	65
TRUANCY . . . . .	2
UTTERING FORGED INSTRUMENT . . . . .	6
WEAPONS, UNLAWFUL CARRYING OR POSSESSION . . . . .	2
	<hr/>
	6,877



## COURT DISPOSITIONS

ASAP PROGRAM . . . . .	58
COMMITMENTS . . . . .	29
DEFAULT - REGISTRY ACTION . . . . .	371
DEFAULT - WARRANTS ISSUED . . . . .	141
DISMISSED . . . . .	33
DISMISSED - WITH COSTS . . . . .	15
FILED WITHOUT A FINDING . . . . .	42
GUILTY . . . . .	1,122
NOT GUILTY . . . . .	57

## MOTOR VEHICLE VIOLATIONS

ABANDONMENT OF A MV . . . . .	2
ALLOWING IMPROPER PERSON TO OPERATE MV . . . . .	3
ALLOWING OPERATING OF UNINSURED MV . . . . .	2
ALLOWING OPERATION OF UNREGISTERED MV . . . . .	3
CARRYING PASSENGER ON MC WITH LEARNERS PERMIT . . . . .	2
DISPLAYING BLUE LIGHT ON MV . . . . .	1
DISPLAYING RED LIGHT ON FRONT OF MV . . . . .	1
EXCESSIVE USE OF HORN . . . . .	2
FAILED TO COVER LOAD ON TRUCK . . . . .	8
FAILED TO DIM HEADLIGHTS FOR ONCOMING TRAFFIC . . . . .	3
FAILED TO DISPLAY REGISTRATION PLATES . . . . .	14
FAILED TO KEEP TO THE RIGHT . . . . .	57
FAILED TO USE CAUTION IN STOPPING OR STARTING . . . . .	32
FAILED TO SECURE MV . . . . .	1
FAILED TO SIGNAL LANE CHANGE . . . . .	1
FAILED TO SIGNAL TURN . . . . .	2
FAILED TO STOP FOR POLICE OFFICER . . . . .	19
FAILED TO STOP FOR SCHOOLBUS DISCHARGING PASSENGERS . . . . .	4
FAILED TO YIELD RIGHT OF WAY . . . . .	12
FAILED TO YIELD TO EMERGENCY VEHICLE . . . . .	1
FOLLOWING TOO CLOSE . . . . .	16
GIVING FALSE NAME TO POLICE OFFICER . . . . .	2
ILLEGALLY ATTACHING REGISTRATION PLATES . . . . .	15
IMPROPER TURNING MOVEMENT . . . . .	3
LEAVING SCENE OF ACCIDENT . . . . .	17
MINOR TRANSPORTING ALCOHOL IN MV . . . . .	5
OBSTRUCTING TRAFFIC . . . . .	1
OPERATING AFTER SUSPENSION OF LICENSE . . . . .	13
OPERATING MC WITHOUT EYE PROTECTION . . . . .	9
OPERATING TO ENDANGER THE LIFE AND SAFETY OF PUBLIC . . . . .	61
OPERATING UNDER THE INFLUENCE OF ALCOHOL . . . . .	115
OPERATING UNDER THE INFLUENCE OF DRUGS . . . . .	1
OPERATING UNINSURED MV . . . . .	35

OPERATING UNREGISTERED MV. . . . .	39
OPERATING RECKLESSLY . . . . .	1
OPERATING WITH DEFECTIVE EQUIPMENT . . . . .	134
OPERATING WITH IMPEDED VISION. . . . .	1
OPERATING WITH OBSTRUCTED REGISTRATION PLATES . . . . .	1
OPERATING WITH OVER EXTENDED LOAD . . . . .	1
OPERATING WITH OVER SIZED TIRES . . . . .	1
OPERATING WITHOUT AUTHORITY OF OWNER . . . . .	13
OPERATING WITHOUT INSPECTION STICKER . . . . .	71
OPERATING WITHOUT LICENSE . . . . .	49
OPERATING WITHOUT LICENSE IN POSSESSION . . . . .	63
OPERATING WITHOUT LIGHTS AFTER DARK . . . . .	6
OPERATING WITHOUT REGISTRATION IN POSSESSION . . . . .	36
OPERATING WRONG WAY ON ONE WAY STREET. . . . .	1
PASSING WHERE PROHIBITED . . . . .	31
POSSESSION OF ALTERED LICENSE. . . . .	2
POSSESSION OF FORGED INSPECTION STICKER. . . . .	3
POSSESSION OF STOLEN INSPECTION STICKER . . . . .	1
SPEEDING . . . . .	806
STOP SIGN VIOLATIONS . . . . .	122
TOWING UNREGISTERED TRAILER . . . . .	3
THROWING GLASS FROM MV . . . . .	2
THROWING LIGHTED CIGARETTE FROM MV. . . . .	1
	<u>1,851</u>

PERMITS ISSUED

Firearms, Dealers . . . . .	3
Firearms, Gunsmith . . . . .	1
Firearms, to Carry . . . . .	52
Firearms, ID Cards, to Possess . . . . .	105
Sunday Work Permits . . . . .	7
Transient Merchants . . . . .	7

FEES COLLECTED AND SUBMITTED TO TOWN

Bicycle Auction . . . . .	386.00
Dealer Permits . . . . .	30.00
Firearms, ID Cards, to Possess . . . . .	210.00
Firarms Permits, to Carry. . . . .	520.00
Firearms Permits, to sell . . . . .	20.00
Gunsmith Permits . . . . .	5.00
Refund . . . . .	75.00
Police Reports . . . . .	1,095.00
Transient Merchants Permits. . . . .	35.00
Restitution to Town-Court . . . . .	20.00
	<u>2,396.00</u>

## REPORT OF THE FIRE DEPARTMENT

In submitting this report for the year 1977, I wish to express the Department's appreciation of the cooperation received from the residents of Westford in this Department's endeavor to carry out the responsibilities in the field of fire prevention, fire fighting and emergency medical care.

As we are all aware, fire prevention programs and practices are the greatest assests to any communities fire service. The only deterant to fire is that of prevention of fire. The knowledge and understanding of the different situations or factions that may cause or prevent a fire is something everyone has to obtain to keep the fires in our community to a minimum.

In the field of emergency medical care, seven (7) new members have been added to the Ambulance Squad. These people, having attended the mandatory eighty-one (81) hr. course to become an Emergency Medical Technician (EMT), then passing a final exam, are a welcome addition to a dedicated group. The service that has been provided the residents of the Town by the Westford Ambulance Squad is second to none.

This past year, as the three (3) years previous, there have been many residents that have taken advantage of the CPR (Cardiopulmonary Resuscitation) courses offered by members of the Ambulance Squad. These life saving techniques have been beneficial to many people in the past and will be in the future whenever a medical emergency of this type may occur.

In the past, this Department, along with other Town civic groups, have sponsored Blood Drives. These Drives enable every resident, whether they have donated or not, to have blood available at their request, free of charge. It is hoped that in the future, when these Drives are held, more of you, the residents that are able, will give so this life sustaining commodity will be available to all when the need arises.

With the cost of heating fuels escalating, more and more residents are installing wood burning stoves. These units require cleaning periodically, along with the flues and chimneys, depending on the use of such. A chimney fire can be a very serious problem and to further alleviate this situation it is also recommenced that only seasoned wood be burned.



NOTE: According to the Massachusetts State Building Code, a Permit for the installation of a wood burning stove is required from the local Building Inspector's office. It is also recommended that your insurance company be contacted in case they have any requirements or restrictions on said installation.

A problem this Department has encountered in the past is the delay in reaching the scene of an emergency because of the lack of house numbers being posted clearly or not at all. Once again, we urge all residents to post house numbers CLEARLY VISIBLE so valuable time will not be lost when responding to emergency calls.

I thank the area Fire Chiefs and their respective departments for their assistance through the Mutual Aid System. The cooperation rendered by the Westford Police Department and all other municipal departments is also gratefully acknowledged. To the Westford businessmen, your understanding of the operation of our call department and your willingness to enable your employees to respond to emergencies is genuinely appreciated.

The proficiency of a Fire Department can only be determined by its membership's ability to apply the methods and follow the procedures acquired in training sessions as they relate to actual fire ground and medical emergency experiences. Evaluating ones proficiency would be the manner in which one delivers, when responding to perform and with the expertise to carry out, the duties that are required for that particular emergency.

To the Westford Firefighter, Emergency Medicial Technician (EMT) and to the Auxiliary Firefighter (young men between the ages of eighteen (18) and twenty-one (21) who have assisted this Department tremendously in the past) I gratefully acknowledge your accomplishments and extend a sincere note of gratitude for a job well done.

Respectfully submitted,

George P. Rogers  
Fire Chief



# REPORT OF THE FIRE DEPARTMENT CALLS - 1977

Ambulance . . . . .	535
Building , . . . .	11
Car and Truck . . . . .	33
Electrical . . . . .	3
Downed Wires . . . . .	4
Chimney . . . . .	18
Brush and Grass . . . . .	66
Sanitary Landfill . . . . .	12
Wash Downs. . . . .	11
False Alarms. . . . .	18
Telephone Recording Alarms. . . . .	1
Investigations and Complaints . . . . .	51
Bomb Threats. . . . .	7
Appliance . . . . .	9
Broken Water Pipe . . . . .	1
Pump-Out . . . . .	34
Assistance to Turn on Power , . . . .	1
Call for Emergency Generator . . . . .	4
Wall of House Collapsed . . . . .	1
Permit Fire Out of Control . . . . .	5
Rescue . . . . .	3
Truck Standby . . . . .	7
Wet Down. . . . .	4
Nonpermit Fire . . . . .	2
Pump-out Well . . . . .	1
Motorcycle-Brush. . . . .	1
Generator Problem . . . . .	1
Tree on Fire-Wires Sparking . . . . .	1
Truck Assist Cruiser . . . . .	1
Car-Brush . . . . .	1
Tractor . . . . .	1
Outside Stairs . . . . .	1
Dumpster . . . . .	3
Railroad Ties . . . . .	1
Box Alarms:	
Trouble Indication . . . . .	20
Faulty Sprinkler . . . . .	3
Alarm Indication . . . . .	12
Smoke Investigation . . . . .	1
Stations Manned . . . . .	7
Assist with Flooded Oil Burner . . . . .	1
Assist with Sump Pump . . . . .	1
Furnace Problem . . . . .	1
Agricultural Burning Permits. . . . .	15
Alarm Inspections . . . . .	40

Domestic Burning Permits . . . . .	661
Oil Burner Inspections . . . . .	31
Permit to Launch Rocket . . . . .	3
Burning Permits - Highway Dept. . . . .	5

MUTUAL AID

TO: Littleton - 2 (company standby)  
 Lowell - 3 (fire company)  
 Groton - 3 (fire co.-brush)  
 Groton - 1 (ambulance)

FROM: Chelmsford - 2 (fire company)  
 Littleton - 2 (company standby)  
 Groton - 2 (company standby)  
 Groton - 2 (tankers)  
 Littleton - 1 (ambulance)

## HIGHWAY AND PARK DEPARTMENTS

The following work was done by the Highway and Park Departments during the year 1977.

### Materials for Resurfacing

The following streets were resurfaced with Asphalt and Pea Stone:

Coldspring Road	11,000 sq. yds.
Graniteville Road	8,666 sq. yds.
Leland Road	7,000 sq. yds.
North Street	11,666 sq. yds.
Polley Road	2,000 sq. yds.
Town Farm Road	1,055 sq. yds.
Tadmuck Road	15,777 sq. yds.
Tyngsboro Road	27,777 sq. yds.
Wayne Road	4,333 sq. yds.

The following streets were resurfaced with Bituminous Concrete;

Depot Street	8,666 sq. yds.
Plain Road	3,866 sq. yds.
Prescott Street	3,333 sq. yds.
Oak Hill Road	2,133 sq. yds.

### TOWN ROADS

This year 290 tons of bituminous concrete was used for patching and resurfacing. 1,100 tons of sand and stone were used on Town roads.

Wages for all streets that were resurfaced under materials were taken out of the Town Roads Account.

Regular Maintenance under this account was the cleaning of catch basins and manholes-cleaning drainage ditches, cutting brush, repairing guard rails, patching, sweeping, picking up trash along road sides, graveling and grading all Town gravel roads, installing berm, cutting and clearing trees from the roadways during and after storms.

### DRAINAGE

Abbot Street	100' of 12" pipe	1 catch Basin
Coolidge Ave		1 catch Basin
Depot Street	400' of 12" pipe	1 catch Basin
Dunstable Road	80' of 6" Leach pipe	1 catch Basin
Forge Village Road	80' of 6" Leach pipe	1 catch Basin
Long Sought For Pond Road	160' of 6" Leach Pipe	2 catch Basins
Nutting Road	160' of 6" Leach pipe	2 catch Basins
Plain Road	70' of 12" pipe	1 catch Basin
Plain Road	80' of 6" Leach pipe	1 catch Basin
Providence Road	80' of 6" Leach pipe	1 catch Basin
Stoney Brook Road	40' of 12" pipe	1 catch Basin
Hildreth Street	80' of 6" Leach pipe	1 catch Basin
Oak Hill Road		1 catch Basin

### Snow and Ice Removal

This year 2,000 tons of salt and 4,000 tons of sand were used on the roads in town.

The following are the major times the Highway Department was out for storms. This does not include any times the Department was out for spot sanding or any sanding after storms.

Nov. 28	Snow 2"	Salted and sanded
Dec. 5	Snow 8"	Salted, plowed, & sanded
Dec. 6	Snow 2"	salted & plowed
Dec. 9	Snow to freezing rain 2"	salted, plowed, sanded
Dec. 13	Snow to freezing rain 3"	salted, plowed, sanded
Dec. 14	Freezing rain	salted and sanded
Dec. 15	Freezing rain & snow	plowed and salted
Dec. 13, 14, 15	65 hrs of snow and freezing rain	
Dec. 18, 19	Snow 1"	salted and sanded
Dec. 20	Snow to freezing rain	salted and sanded
Jan. 1, 2	Snow 4½"	salted, plowed, sanded
Jan. 7	Light snow	sanded
Jan. 8	Freezing rain	salted and sanded
Jan. 13	Snow 3"	salted, plowed, sanded
Jan. 14	Snow 8"	plowed, sanded
Jan. 17	Light snow	salted
Jan. 18	Snow to freezing rain 8"	plowed and sanded
Jan. 20	Snow 18"	salted, plowed, sanded
Jan. 21	Light snow	salted
Jan. 25	Freezing rain to snow	salted and sanded
Jan. 26	Heavy rain	sanded
Feb. 6, 7	Snow 28"	salted and plowed
Feb. 8		plowed
Feb. 18	Light snow	salted
March 3	Snow 9"	salted and plowed



### Betterments - Oak Road

The work consisted on installing drainage, cutting trees, removal of stumps, excavating, placing gravel foundations, grading and paving of said street with asphalt and pea stone.

### Sidewalks

A section of the sidewalk on Main Street was resurfaced with bituminous concrete.

### Park Department

This year the Whitney Playground, Town Commons, Monuments, Library, Graniteville and Forge Village ball parks were limed and fertilized. All shrubbery was trimmed and the grass was mowed and raked when needed. For Memorial Day geraniums were placed on the Town Commons and on the Monuments. A road was built into the Parkerville Recreation area.

The Town Beach was cleaned each day and the trash picked up.

WATER DEPARTMENT - ANNUAL REPORT  
January 1, 1977 - December 31, 1977

RECEIPTS:

WATER RATES	\$200,107.99	
GUARANTEE DEPOSITS-SERVICES	6,620.05	
GUARANTEE DEPOSITS-EXTENSIONS	6,609.15	
MISCELLANEOUS CHARGES	19,440.43	
INTEREST	<u>78.65</u>	\$232,856.27

EXPENDITURES:

WAGES and SALARIES	\$ 73,680.30
PIPE and SUPPLIES	14,015.39

MAINTENANCE and OPERATION:

Electricity	\$30,244.46	
Telephone	1,275.35	
Office Supplies	2,057.79	
Dues	365.00	
Insurance	457.00	
Fuel	2,162.80	
Advertisements & Surveys	2,864.43	
Repairs to Equipment & Buildings	1,153.94	
Well Improvements	6,967.25	
Hot Top and Gravel	3,030.08	
Uniforms	407.85	
Trucks, Backhoe & Radio	4,831.49	
Well Treatment	1,740.00	
Laboratory Fees	350.00	
Miscellaneous	2,832.37	
Maintenance	<u>          </u>	60,739.81

CAPITAL OUTLAY:

Typewriter	414.60	
Backhoe	<u>5,399.00</u>	5,813.60

REFUNDS:

Water Rates, Services & Miscellaneous	294.36
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EXTENSIONS: 6,791.13

Less account balances Jan.

January 1, 1977	<u>181.98</u>	6,609.15
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LOANS:

Purchase Water Company	\$11,820.00		
Frances Hill Stand-			
pipe & Gravel packed			
Well, Forge Village			
Road	22,031.25		
Forge Village Rd. Well	10,412.50		
Timberlee Lane			
Extension	<u>1,560.60</u>	<u>45,824.35</u>	<u>\$206,976.96</u>
BALANCE			\$ 25,879.31

EXTENSIONS (Guarantee Deposits)

PLAIN RD. EXTENSION (E. O'Sullivan, W. Stone, G. Fletcher)		
Account balance January 1, 1977		\$ 183.26
Additional deposit		<u>50.00</u>
		\$ 233.26
Expenses: Water Dept. Backhoe \$ 233.26		
CHESTNUT RD. EXTENSION		
(N. Zaher Const. Co.)		
Balance Due January 1, 1977	\$ 11.72	
Additional Deposit		\$ 11.72
WILLOW RD. EXTENSION		
(Donald Lindof)		
Account balance January 1, 1977		\$ 10.44
Additional Deposit		<u>57.06</u>
		67.50
Expenses: Water Dept. Backhoe \$ 67.50		
ENDMOOR RD. EXTENSION		
(T. Stevens, K. Hartman)		
Deposit		\$ 949.00
Expenses: Pipe	\$ 358.05	
Miscellaneous Supplies	323.92	
Wages	106.12	
Water Dept. Backhoe	160.91	
PINE RIDGE RD. EXTENSION		
(Paul L. Lahme)		
Deposit		\$ 2,800.77
Expenses: Pipe	\$ 1,929.20	
Miscellaneous Supplies	133.22	
Wages	242.56	
Water Dept. Backhoe	195.00	
Refund	<u>300.79</u>	
	\$ 2,800.77	



# NABNASSET COUNTRY CLUB EXTENSION

(Oak Hill Road)

Deposit		\$ 2,740.60
Expenses:		
Pipe	\$ 1,319.48	
Miscellaneous Supplies	709.52	
Wages	294.00	
Water Dept. Backhoe	204.75	
Refund	212.85	
	<u>\$ 2,740.60</u>	

## EXTENSIONS (Out of Water Surplus)

### RIVER STREET EXTENSION

Transferred from Water Surplus		\$ 4,141.00
Expenses:		
Pipe	\$ 1,057.10	
Miscellaneous supplies	959.82	
Hot Top	1,651.30	
Account balance		
December 31, 1977	<u>472.78</u>	
	\$ 4,141.00	

### COLD SPRING ROAD EXTENSION

Transferred from Water Surplus		\$43,602.00
Expenses:		
Pipe	\$15,578.31	
Hydrants	1,497.00	
Miscellaneous	2,414.42	
Account balance		
December 31, 1977	<u>24,112.27</u>	
	\$43,602.00	

### FRANCES HILL STANDPIPE

(Borrowed Money)

Account balance January 1, 1977		\$ 1,074.98
Account balance December 31, 1977	\$ 1,074.98	

### FORGE VILLAGE ROAD WELL FIELD AND PUMP

(Borrowed Money)

Account balance January 1, 1977		\$ 1,939.00
Account balance December 31, 1977	\$ 1,939.00	

BACKHOE ACCOUNT

Account balance January 1, 1977	\$ 4,243.23
Transfers from Extensions	<u>861.42</u>
	\$ 5,104.65
Transferred to purchase of new backhoe	\$ 4,500.00
Account balance December 31, 1977	604.65

Respectfully submitted,  
Board of Water Commissioners

Walter W. Gerlach, Chairman  
Hervey J. Cote  
Carlton M. Rooks

REPORT OF THE WATER DEPARTMENT SUPERINTENDENT  
FOR THE YEAR ENDING DECEMBER 31, 1977

NUMBER OF GALLONS PUMPED

JANUARY.....	25,317,200
FEBRUARY.....	24,247,100
MARCH.....	25,843,200
APRIL.....	25,090,300
MAY.....	30,711,000
JUNE.....	31,381,100
JULY.....	31,981,200
AUGUST.....	28,669,600
SEPTEMBER.....	25,966,600
OCTOBER.....	22,408,500
NOVEMBER.....	22,534,700
DECEMBER.....	<u>25,836,300</u>
	319,986,800

NUMBER OF NEW SERVICES INSTALLED ....10

New Extensions

RIVER STREET .....	400 feet 6 inch pipe
PINE RIDGE ROAD .....	280 feet 8 inch pipe

Respectfully submitted,

Harold A. Fletcher, Superintendent

### REPORT OF TREE DEPARTMENT

This year there were 88 trees removed and 56 pruned and 54 stumps ground below the ground. Work was done on the following streets: East Prescott St., West Prescott St., Bradford St., Cold Spring Rd., Main St., Boston Rd., Center Common., Cemetary on Main St., River St., Old Lowell Rd., Lowell Rd., West St., Groton Rd., Dunstable Rd., Providence Rd., Plain Rd., Oak Hill Rd., Carlisle Rd., So. Chelmsford Rd., Concord Rd., Forge Village Rd., Patten Rd.

### PLANTING OF TREES

This year there were 26 trees planted. The remaining trees will be planted in the fall. Trees planted were Norway Maples and Crimsen Kings. The location of trees are on the Center Common, Main St., Boston Rd., Depot Rd., Jefferson Rd., West St., Providence Rd..

### DUTCH ELM DEPARTMENT

This year there were 36 dead Elm trees removed on Groton Rd., West St., Boston Rd., Hildreth St., Leland Rd., Cemetary on Main St., Providence Rd., Old Lowell Rd., Lowell Rd., Depot St..

### MOTH DEPARTMENT

Insecticide control was applied in one complete foliage spray. It consisted of Flowable Seven, a low toxic material accepted by most authorities as improvement over D.D.T.

My extended thanks to the Police Department, Highway Department and residents of Westford for your dilligent cooperation.

TREE WARDEN  
Roger Melancon



### Board of Health Report 1977

The Board of Health organized in May with Thomas P. McLaughlin as Chairman, Robert E. McCusker as Vice-Chairman and Charles G. Colburn, M.D. as Secretary. Dorothy A. Healy, R.N. was appointed clerk. Board of Health meetings were held on the second Monday of each month at 7:00 P.M.

A number of elected and appointed officials were present at some of our meetings to discuss mutual problems.

We again found it necessary to invite people in to our meetings to explain why nuisance conditions had not been abated. This seemed to be the best way of handling these difficult situations.

Water Supply Regulations were adopted on July 15, 1977 and Harry M. Hulings, the Plumbing Inspector, was appointed to enforce these regulations.

We wish to thank Linda Lawlor, R.N. for providing us with good nursing service. We appreciate the fact that the staffs of the Lowell Visiting Nursing Association and the Nashoba Health Center are cooperating to give us an excellent health program.

We would like to thank Dr. Peter Glassman for the assistance he gave Mrs. Lawlor at the Flu Clinic. We would like to thank the members of the Junior Women's Club for assistance at clinics this past year.

Thanks also go to William C. MacMillan for making many inspections for us and to Mrs. Helena Crocker and Mrs. Ruth Marchand for efficiently handling our messages.

Statistics on our various clinics will be found in the reports to follow.

Respectfully submitted,

Westford Board of Health  
Thomas P. McLaughlin  
Robert E. McCusker  
Charles G. Colburn, M.D.  
Dorothy A. Healy, R.N. Clerk

## REPORT OF THE NASHOBA ASSOCIATED BOARDS OF HEALTH

Prevention has been the primary focus of the Nashoba Associated Boards of Health during its 47 years of service to area towns. Nashoba's efforts, in its early years, were aimed at preventing the spread of communicable diseases from person to person and through the environment. In more recent years, Nashoba has continued its work in controlling communicable diseases; however, it has expanded that focus to include preventing such problems as environmental degradation, dental decay, premature institutionalization in nursing homes, disease or disability from chronic illness, and social breakdowns of families and individuals.

Nashoba's services are available to all residents of the sixteen member towns. In addition to summarizing Nashoba's activities during 1977, this report will emphasize the services available to you and how to obtain them.

### CHILD HEALTH SERVICES

#### 1. Well Child Conferences

Well Child Conferences are held regularly in each town. A pediatrician examines infants and preschool children and provides needed immunizations. Any detected health problems are referred to the family's physician. These references are coordinated by the town's community health nurse and appointments can be made through her by calling 772-3336.

In 1977, 178 Conferences were held and 519 children made 1255 visits. In your town 156 visits were made to the 19 conferences held.

#### 2. School Health

Great nationwide emphasis is being placed on the immunization of school children. In Massachusetts, the Commissioner of Education directed all superintendents to exclude any children not properly immunized from entering school. Nashoba offered assistance to its towns in meeting the resulting demand. All schools offer immunization clinics in the early Fall. Participation is coordinated by the school nurse.

#### 1977 School Immunizations:

Tetanus-Diphtheria - 182  
Measles, Mumps, Rubella - 160  
Oral Polio - 138  
Tuberculin (Tine Test) - 82  
Tuberculin (Mantoux Test) - 0  
Measles - 68

### 3. Dental Health

The school based topical fluoride program serves as an excellent example of effective prevention. Fluoride treatments have been shown to reduce dental caries in children by forty percent. Nashoba's fluoride program is offered to all school children in grades 2,5, and 8. In addition, a dental screening and education program is provided to kindergarten children in order to promote the importance of dental health at the earliest possible age. The education program is reinforced in grades 2 and 4. All children attending public schools in the Nashoba District are encouraged to participate in this fine program. Parents are notified of the program through school officials.

The 1977 participation was:

	<u>Nashoba District</u>	<u>Your town</u>
Kindergarten	1196	166
Grades 2,5, & 8	<u>3981</u>	<u>642</u>
Total	5177	808

### WELL ADULT AND OLDSTER CLINICS

Any resident over the age of 60 is eligible to participate in the Well Oldster Clinics held in the Nashoba towns. These clinics offer blood pressure measurement, diabetic and dental screening, and when available podiatric and glaucoma screening. The philosophy of the Well Oldster Clinic, like the Well Child Clinic, is to detect health problems at their earliest possible stages, when treatment is most effective. The clinics in your town are publicized in local newspapers. Your Community Health Nurse can provide complete information.

A pilot program was begun in the Fall of 1977 to offer blood pressure and diabetic screening to high risk adults. These Well Adult Clinics serve as resource for adults who require periodic monitoring of blood pressure or blood sugar. Many participants are referred to these clinics by their private physicians.

1977 Well Oldster participation:

	<u>Nashoba District</u>	<u>Westford</u>
Number of Clinics	132	not
Number of Participants	723	available
Number of Visits	3,353	

### MEDICAL - SOCIAL WORK SERVICES

The Medical - Social Worker serves as an information and referral resource for the sixteen towns. She serves as a consultant to all School and Community Health Nurses for



coordinating community resources. She also intervenes in crisis situations in cases of family breakup, abuse, and behavior problems.

The role of the Medical-Social Worker is to help individuals or families in need identify available community resources. She also aids people in understanding the health care system and how to use it. One of her most important functions is to help an individual identify his own strengths that can be used to overcome a problem.

Mrs. Anderson, Nashoba's Medical - Social Worker, usually receives referrals from area physicians, nurses, and social service agencies. She can be reached at the Nashoba Health Center in Ayer.

#### COMMUNITY HEALTH NURSING

The Nursing Division of Nashoba provides professional consultation and assistance to the sixteen member towns. The Nashoba Nurses assist in the school and in influenza immunization programs. They offer school and town nurses assistance in meeting state reporting and epidemiology requirements for communicable diseases, such as tuberculosis, hepatitis, and salmonella.

During 1977, the Nursing Division offered seven in-service training programs for school and community nurses. These included: Community Assessment, Social Security Benefits, Home Care in the Community, Television Violence, Geriatric Medicine, Hypertension screening, and Red Cross First Aid. They also participated in various health fairs held in the District.

#### NASHOBA NURSING SERVICE

The Nashoba Nursing Service is a Certified Home Health Agency. This designation allows the Nursing Service to provide services which are covered by third party insurers, such as Medicare, Medicaid, and Blue Cross. The services offered include therapeutic nursing, physical therapy and home health aide assistance. The primary goal of home health care is to assist patients in maintaining the highest possible degree of independence.

The Nashoba Nursing Service offers therapeutic home health services in 14 Nashoba Towns. In addition, it provides health promotion services in 10 towns. Examples of health



promotion activities include assistance to mothers of newborns, to the elderly with chronic illnesses, communicable disease epidemiology, and clinics.

In July of 1977, the Lunenburg Nursing Service joined Nashoba. The Nursing Service also entered into an agreement with the Montachusett Home Care Corporation in October that provides financial coverage for medically indigent patients over 60. The Nursing Service statistics for 1977 are:

Number of patients seen . . . . .	1358
Number of visits made . . . . .	10,045
Well Child Conferences . . . . .	132
Well Oldster Clinics . . . . .	97

Information about the Nursing Service can be obtained by calling 772-3336.

ENVIRONMENTAL HEALTH

Two major regulation changes that went into effect in 1977 had a significant impact on the Division of Enviromental Health. The first was the revision of Article 2 of the State Sanitary Code - the standards for housing. This revision creates more stringent standards for housing to protect the health, safety, and well-being of occupants and requires corrective action on violations in a prescribed, short period of time.

The second major change was the institution of Title 5 of the State Environmental Code - the regulations covering subsurface sewage disposal (septic tank systems). The impact of this new regulation is significant in the Nashoba District, since it is an area of rapid growth and development. Title 5 upgrades the previous design requirements for a subsurface sewage disposal system. As a result, the time and cost involved in obtaining a sewage disposal permit are increased. In the case of some lots, it precludes development entirely.

Nashoba's other environmental health activities include inspecting the District's food service establishments, schools, nursing homes, recreational and farm labor camps, bathing beaches, swimming pools and nuisance conditions. Environmental Health assistance can be obtained by calling 772-3338.

1977 Environmental Health Activities in Westford:

- Housing complaints - 9
- Restaurant inspections - 34
- School inspections - 12
- Well inspection/sample - 334
- Beach inspections - 5
- Nuisance complaints - 38
- Sewage system inspections - 509
- Camp inspections - 2

PUBLIC HEALTH LABORATORY

The Safe Drinking Water Act was enacted in 1977, requiring all public water supplies to be tested monthly. The Nashoba Laboratory has been approved by the state to perform these tests. In addition, the Laboratory will perform bacteriological and chemical analyses of private wells.

1977 water analyses:

- Bacteriological - 1814
- Chemical - 221
- Bathing water - 230

RABIES CONTROL

Nashoba offers rabies immunization clinics, with the assistance of local veterinarians, in all sixteen towns. These clinics are held in May and are publicized in area newspapers. The number of dogs immunized in 1977 was 1569; the number in Westford was 130.

NASHOBA TELEPHONE DIRECTORY

Administration . . . . .	772-3335
Medical-Social Worker . . . . .	772-3335
Nursing Service . . . . .	772-3336
Environmental Health . . . . .	772-3338
Laboratory . . . . .	772-3339
Information . . . . .	772-3335

Ralph E. Cole, M.D.	J. David Naparstek, ScM
Medical Director	Associate Director of
	Public Health

## REPORT OF SHARE, INC.

### 1. Financial Summary:

SHARE's total income, January 1 - December 31, 1977, is \$720,393.00. During this same 12-month period, SHARE actually expended \$27,124.00 in services to the residents of Westford (\$24,218 direct; \$2,906 indirect). That is, 4% (27,124 divided by \$720,393) of SHARE's income went to Westford. Westford contributed \$9,701.00, which is 1.3% of SHARE's income. For each dollar Westford contributed, Westford citizens received \$2.80 in services.

### 2. Service Delivery Summary:

During 1977, 149 residents received SHARE services.

The Outpatient Clinic (methadone) has seen 1 client from Westford for a total of 6 weeks.

The Morningstar Counseling Program has counseled 34 youths and their families outside school, from Westford, for a total of 533 counseling weeks.

The Emergency Shelter Program has housed 11 individual adolescents from Westford for 168 days of shelter care.

The OASIS Program has seen 1 client from Westford for 70 days.

The Central Intake Unit has evaluated 3 individuals from Westford in 1977.

Morningstar Counselors have counseled 25 adolescents inside Westford Academy and at the middle schools. These students have usually been referred by school department personnel because they have a problem with substance abuse or other adolescent adjustment issues.



Other Morningstar services have included Alcohol Education Group (15 members) and a "Learning to Live With Your Adolescent" group for parents (12 members). These were offered in conjunction with the Junior Women's Club and Roudenbush Community Center. Also, Morningstar counselors at the Roudenbush Community Center counseled 50 adults and young people in both formal and informal meetings.

### 3. SHARE Staff and Facilities:

SHARE operates a number of programs for residents of the Greater Lowell Area. These programs are coordinated clinically through the Central Intake Unit, and administratively through the Business Office. Both of these coordinating arms are located at 660 Middlesex Street, Lowell. C.I.U. has 3 staff, the Business Office has 6 staff (2 are half-time). C.I.U. coordinates all referral, as well as physician and psychiatric coverage.

Anabasis House is located at the former Middlesex County Training School in North Chelmsford. There are 7½ staff, including trained counselors and a licensed teacher.

The Outpatient Clinic, located at 660 Middlesex Street, Lowell, provides methadone maintenance, detoxification, and counseling services. The staff consists of 6 full-time persons, plus part-time physician coverage.

Morningstar, with counseling offices at 150 Middlesex Street, Lowell, provides many of its services in the junior and senior high schools throughout the area. There are 7 full-time staff at Morningstar.

The SHARE Emergency Shelter is located in a separate building from Anabasis House on the grounds of the former Middlesex County Training School in North Chelmsford. The staff consists of a residential houseparent couple and one counselor, plus relief houseparents.



The Consultation, Training and Evaluation Team, located at 660 Middlesex Street, Lowell, provides community consultation and training to schools, agencies, and community groups. The team also offers a comprehensive battery of tests for clients of the Massachusetts Rehabilitation Commission. The team is made up of a physician, psychiatrist, psychologist, and 2 social workers.

Of the 30 SHARE professional clinical staff, 24 have at least Master's Degrees.

I trust that this information will be of value to you in assessing SHARE's contribution to needed services to the citizens of Westford. I would be pleased to answer any questions you might have regarding this report of any of SHARE's programs. Please do not hesitate to call on me.

Douglas R. Murray  
Executive Director

SHARE, INC.  
 Estimated Costs to Provide Services to the  
 Town of Westford  
 January 1, 1977 -- December 31, 1977

OUTPATIENT CLINIC (1 Client)

6 client weeks X \$37.65/week = \$ 225.90

EMERGENCY SHELTER (11 Clients)

168 client days X \$28.93/day = 4,860.24

CENTRAL INTAKE UNIT (3 Clients)

20 Client weeks x \$23.08/week = 461.60

OASIS (1 Client)

70 client days X \$52.22/day = 3,655.40

MORNINGSTAR COUNSELING (34 Clients)

533 client weeks X \$20.90/week = 11,139.70

OTHER MORNINGSTAR SERVICES:

Roudenbush Community Center Counseling	66.5 hrs.
Westford Human Services Committee	14.5 hrs.
In-School Counseling	
(Academy, Abbot, & North Middle)	167.0 hrs.
Roudenbush Community Center	
Alcohol Education Group	1.5 hrs.
Parent Training Group	24.0 hrs.
Church Liaison	2.5 hrs.
Jr. Women's Club	
Alcohol Education Group	<u>3.0 hrs.</u>

279 hrs. X \$13.89/hr. = 3,875.31

TOTAL = 24,218.15

Ancillary and Indirect Costs, including Central Administration, Business Management, and Program Evaluation + Clinical Supervision (12% of above total)	=	<u>2,906.18</u>
GRAND TOTAL	=	\$ 27,124.33
Amount Paid to SHARE, Inc.	=	9,701.00

For every dollar Westford paid SHARE, it has received \$2.80 in services.

SHARE EXPENDITURES (Gross Line Items)

	FY'74 (Audited)	FY'75 (Audited)	FY'76 (Audited)	FY'77 (Audited)	FY'78 Budgeted
PERSONNEL	539,505	517,996	503,929	455,519	525,455
CONTRACTED SERVICES	59,682	54,702	71,456	63,825	51,477
FACILITIES	24,179	57,924	74,973	107,390	58,006
SUPPLIES	81,462	42,505	36,163	32,750	30,370
TELEPHONE	15,560	17,764	17,030	19,995	17,729
TRAVEL	14,188	11,103	9,462	10,949	7,110
EQUIPMENT RENTAL	2,385	5,587	5,336	5,371	3,953
EQUIPMENT PURCHASE	24,140	7,970	881	5,228	3,100
MISCELLANEOUS	7,200	8,896	9,293	5,456	3,000
TOTALS	768,231	724,447	728,523	712,897	700,140



SHARE INCOME

	FY'74 (Audited)	FY'75 (Audited)	FY'76 (Audited)	FY'77 (Audited)	FY'78 Budgeted
FEDERAL	374,449	428,983	432,833	139,842	50,250
STATE	166,191	169,850	158,301	511,932	546,261
LOCAL	125,583	143,680	146,950	64,629	64,629
OTHER	39,413	19,608	11,420	6,294	39,000
TOTALS	705,636	762,121	749,504	722,697	700,140

## Central Massachusetts Mosquito Control

The Central Massachusetts Mosquito Control Project is a regional project designed to reduce mosquito populations to, at least, tolerable levels. Our main emphasis is on source reduction, which means the elimination of mosquito breeding places. A lot of effort this year has been expended clearing out clogged streams, broken branches, trash and other impediments to normal water drainage. These efforts, although slow and laborious, are long lasting and are well documented to reduce mosquito populations. Standing waters, catch basins and other mosquito larval breeding sites are treated with larvicides. New slow release chemical pellets and briquets are being used that are known to give up to 14 months control of larval breeding sites with no known effects on other microorganisms. When all else fails or when a special situation exists such as a public affair involving a lot of people, spraying of adult mosquitoes is conducted. Most adulticiding is done at night or in the early morning to minimize the effects on bee populations.

The Project crews that come into town have been instructed to inform town officials such as the Selectmen and the Board of Health where and when and what they will be doing for whatever period of time. Contacts with Conservation Commissions are made whenever conservation land is involved. Property owners are contacted whenever and wherever feasible to assure proper relations are established between Project personnel and townspeople. If any citizen has questions or would like to interface with project personnel at any level, a call to the Northboro Headquarters, 617-393-3055, will set the machinery in motion.

Sincerely yours,

Clarence J. Tourville  
Superintendent

## REPORT OF THE CEMETRY DEPARTMENT

During the early months of 1977, frost created havoc with the opening of graves. This is the first time in many years that the Town Tomb was opened and used.

We would like to extend our thanks for the excellent cooperation we received from the various departments involved, since the Town Tomb is located on Main Street, it was necessary to have traffic redirected so that customary commital services could be conducted in a quiet respectable manner, until spring, when we were able to remove the remains to their final resting places within the cemeteries.

There were forty burials and three cremations in our cemeteries this year.

The cost of grave opening was raised this year to \$85.00 per single grave.

The department was able to order and purchase new and better equipment for the finer enhancement of our cemeteries this year.

A CETA Wall Restoration Project was started in August enabling the walls around each cemetery to be restored. A very generous gift of an inscribed stone at the Wright's Cemetery, donated by Carl Wright, added a special touch to the finished walls.

The Commissioners extend their appreciation for the hard work and personal pride put into the manicuring of the cemeteries.

Respectfully submitted,

Shirley M. Anderson, Chairperson  
Clayton L. Dearth  
Brian L. Vaughn

FINAL REPORT OF THE WESTFORD 4-H CITIZENSHIP CLUB  
AMBULANCE FUND  
JANUARY 1, to JUNE 12, 1977

An era of special activity has come to an end so far as 4-H Citizenship is concerned. No other 4-H'ers were interested in carrying on the Club's most important project.

Quite naturally those who have served at different times since 1961 are grown, married and raising fine families, in the professions of nursing, teaching, the Military Services, etc.

Pamela Grant Cahill carried on as Treasurer, hoping as I did, that another 4-H Citizenship Club could be organized, but that did not happen.

The townspeople should be especially grateful to those former members, whose enthusiastic work inspired so many of the other organizations in the town to help, and continue to support the Ambulance Fund through the following years. That fact that the Club, even with changing membership, continued to vote for the policy that the cost of the stationery and stamps for the "Thank You" notes be taken out of the Club treasury so that all the Memorial and Donation Funds could be used to purchase the Ambulances, provided much of the incentive for the continual contributions of a great many.

In 1963, 1969 and 1973 fully equipped ambulances were paid for and presented to the Town through the efforts of this Club. In 1973 they were able to hold the 1969 ambulance (instead of turning it in) as a Back-Up Ambulance. It has been used many times when the newer one was out on call.

Most of all, we want to recognize the dedicated Attendants and Drivers who give so much of their time to the special training to keep informed and skilled in the performance of the life saving techniques which mean so much to those in their care. There isn't any doubt that their knowledgable considerate service has built the trust and appreciation of the citizenry of Westford and the surrounding towns and cities. We are very proud of them.

The financial report follows.



FINAL REPORT OF THE WESTFORD 4-H CITIZENSHIP CLUB  
AMBULANCE FUND  
FINANCIAL REPORT

JANUARY 1, to JULY 12, 1977

Balance on hand, and in Banks Jan. 1, 1977	\$16,507.27
Received: Gifts, Memorials, & Bank Interest	<u>2,578.33</u>
(From January 1 to July 12, 1977)	
Balance on hand, July 12, 1977	\$19,085.60
Lowell Five Cent Savings Bank. . . . .	\$ 1,387.24
The Central Savings Bank . . . . .	<u>8,367.56</u>
	\$ 9,754.80
The Middlesex County Bank . . . . .	\$ 9,330.80
(\$7,000.00 4 yr. Certificate)	
As of July 12, 1977 . . . . .	\$19,085.60

This was turned over to the Westford Ambulance Fund  
Committee, Inc. as of July 12, 1977.

Respectfully submitted,

(Mrs.) Pamela Grant Cahill  
Ambulance Fund Treasurer

John F. Sanders  
Club Advisor

# WESTFORD AMBULANCE FUND INC.

On July 12, 1977, John Sanders turned over to the Westford Ambulance Fund Inc., the remaining funds that the Westford 4-H Citizenship Club had collected for many years for the purpose of purchasing new town ambulances.

E.M.T.'s of the Westford Fire Department drew-up Articles of Organization and Incorporated under the direct supervision of Attorney John Connell. Our new organization is strictly non-profit and is solely concerned with raising funds to purchase future ambulances for the town of Westford.

The accounting firm of "Anstiss and Kavanagh" have setup our record books. These records are balanced on a monthly basis and will be audited annually as is required by law.

This fall and winter, we have campaigned especially hard in hopes of purchasing a 1978 ambulance sometime this spring.

We would like to take this time to thank all of the clubs, businesses and residents of our town who have supported our on-going drive.

The Westford Ambulance Fund Inc.  
Harold Fletcher President  
JoAnn McAllister, Clerk  
Nancy Grant, Treasurer  
George Haley  
Kevin Woitowicz

FINANCIAL REPORT OF THE WESTFORD AMBULANCE FUND INC.

From July 12, 1977 thru December 31, 1977

BALANCE ON HAND . . . . . .\$16,754.80

Central Savings Bank . . . . . 8,367.56

The Lowell Five Cent Savings Bank . 1,387.24

The Middlesex County Bank  
(\$7,000.00 - 4 year certificate) . .7,000.00  
Maturity value of \$9,330.80 due  
March 1978.

\$16,754.80

Received: Gifts, Memorials, Ambulance  
Drive Contributions and Bank Interest 16,780.78  
(From July 12, 1977-December 31, 1977)

TOTAL \$33,535.58

Operating Expenses . . . . . 704.28

Ambulance Drive town mail-out:  
postage, printed material, envelopes.  
General office supplies

As of December 31, 1977 . . . . . \$32,831.30

Respectfully submitted,

(Mrs.) Nancy G. Grant  
Westford Ambulance Fund Inc.  
Treasurer

## NORTHERN MIDDLESEX AREA COMMISSION

The Northern Middlesex Area Commission is a public, comprehensive regional planning agency created under state legislation by its nine member city and towns. The Commission's planning recommendations are strictly advisory. The Commission meets monthly, usually on the third Wednesday evening. The public is welcomed and invited to attend.

Major planning programs and progress in the past year included the following:

1. Housing Major progress was made toward adoption of an Areawide Housing Opportunity Plan under Federal guidelines, which if implemented locally, will help to solve documented housing needs now present in every community and provide added Federal Funding to do so. All housing planning has been undertaken with an advisory committee including Housing Authorities, builders, tenants, bankers and minorities.
2. Economic Development An updated Overall Economic Development Plan was prepared in conjunction with a locally representative advisory committee. The Plan sets out statistics on the area's economic condition and characteristics, and enumerates major project progress and proposals. The document serves to maintain governmental and business eligibility for U.S. Economic Development Administration grants and loans.
3. Transportation The Commission in cooperation with the Lowell Regional Transit Authority, the State Department of Public Works, and the State Executive Office of Transportation and Construction maintains a comprehensive transportation planning program for the area.

The planning process is based upon policies which prefer low cost management improvements to increase existing roadway capacity, recommending new construction only when unavoidable, and selective public and paratransit improvements.

Specific improvement recommendations have been enumerated for State and Federal consideration and funding. A locally representative transportation advisory committee advises on transportation policies, priorities and needs.

4. Environment Several program areas aimed at improving the quality of life and the physical and manmade environment of the region have been undertaken by the Commission



as follows:

- a. Water Quality The Commission has continued its efforts to design a cost-efficient and effective plan and program to meet Federal 1985 clean water goals. Detailed recommendations for sewage collection and treatment, definition of areas best suited for septic tank operation, and measures for the disposal of septage and sludge are being prepared. All studies and recommendations have been reviewed by an advisory committee of local health, sewer, public works, and planning boards.
  - b. Historic Planning Working with local historic commissions and interests, the Northern Middlesex Area Commission published a report on regionally significant historic assets and is following up with plans and programs to better preserve those assets.
  - c. Water Supply Recommendations for protection and improvement of aquifers, which are essential to all groundwater supplies are being prepared. The Commission supports an improved and enlarged city water plant which could be an important supplement to groundwater supplies while serving as an important advantage for the City.
  - d. Solid Waste Disposal Commission studies have indicated there is great potential for a cost efficient, energy saving, long-term areawide solution to solid waste disposal problems and recommends that every community join the deliberations of the Northeast Solid Waste Committee. Membership cost is nominal and participation will help assure each community that, if implemented, the regional program will best meet its particular needs.
  - e. Open Space and Recreation The Commission continues to cooperate with local and state efforts to acquire, develop and improve open space and recreation opportunities in the area.
5. Comprehensive Planning. It is the Commission's major responsibility to assure that its plans are based upon full recognition of all relevant significant social, economic and physical consideration.
- a. Land Use The major theme of the land use plan now before the Commission and local boards is the

effective and efficient accomodation of anticipated future growth in the region. The plan contains recommendations to intensify development in those areas which will best accomodate new growth at minimum municipal expense, and to reduce the intensity of development in those areas which cannot adequately support development and thus will tend to increase municipal costs.

b. Growth Indicators. The Commission has completed an evaluation of population and economic potentials in order to anticipate growth development pressures upon the region and each community.

c. Growth Policy. The Commission participated in the Massachusetts Growth Policy Development Act and filed a Growth Policy Report with the Commonwealth. One key proposal for this region is the Lowell Urban Cultural National Park. This undertaking is comprehensive in nature and will benefit the economy of the region while focusing the area's growth policy. The Commission supports the proposal and encourages all communities to work closely with Lowell in planning for the Park and in assessing its potential.

d. Clearinghouse. The Commission serves as a federally-designated clearinghouse under Office of Management and Budget Circular A-95 to review and provide an advisory opinion, after consideration of comments from interested local boards and others, on most federal grant and aid applications generated by governmental and private interests of the area.

6. Technical Assistance. The Commission provides technical assistance to local boards and others interested in its work as a means for implementing its comprehensive and functional plans and policies. Examples include: a CETA project designed to utilize resources available at the Commission, provision of a shared personnel specialist to assist five communities (Dracut, Dunstable, Pepperell, Tyngsborough and Westford) in the development and management of their personnel policies, maintenance of a planning library, and filling of requests for various data on the region, help with a lake restoration project with a conservation commission, an environmental impact statement for a building study committee, help with community development block grant applications and Economic Development Administration capital grant applications, and in the drafting of by-laws and rules and regulations.

7. Financial. During the fiscal year ended June 30, 1977, the Commission expended \$412,369. The local share raised by assessments on the nine member communities was \$60,000. The balance was contributed by Urban Mass Transportation Administration, Environmental Protection Agency, State Department of Public Works, Massachusetts Historical Commission, Lowell Regional Transit Authority, Department of Housing and Urban Development and U.S. Bureau of the Census.

The budget for fiscal year 1978 is \$331,212 of which \$60,000 was raised from local assessments.

Additional details on all aspects of the Commission are available on request to the Commission at 144 Merrimack Street, Lowell, Ma. 01852, telephone 454-8021.

Respectfully submitted:

WESTFORD NMAC MEMBERS

Richard S. Emmet Jr., Selectman  
Paul Davies, Planning Board  
Ronald Kangas, Alternate



## REPORT OF THE RECREATION COMMISSION

### ADULT RECREATION

All adult recreation programs are completely self-supporting, with all costs borne by the participants except for the facilities provided by the School Department and Recreation Commission.

The Westford Men's Softball League conducted its 1977 season under the newly lighted softball field in Forge Village. The League was comprised of 170 players, 12 teams and a 25 game schedule. Highlights of the season were the repeat championship performance of Shawcross Trucking, the clam bake/All Star game, and the first annual Class B Tournament in which 35 area teams were entered. The success of the season can be attributed to Mr. Peter Terenzio, League President and his Board of Directors.

The Westford Women's Softball League, under the leadership of Ms. Jean Fletcher, President, played at the Robinson School field during the 1977 season. The league was comprised of 65 participants, divided into four teams, and was sponsored by area business firms. A twelve week season began in May with each team playing at least once a week. Some of the teams also played practice and challenge games with teams from other towns. The league championship was again won by Old Oaken Bucket over runner-up Martyn Jewelers, followed by McKittrick Hardware and Interstate Battery. The league will play at Westford Academy during the 1978 season and hopes to add new teams this year.

The Women's Volleyball program is conducted on Tuesday evenings from 7:00 P.M. to 10:00 P.M. at the Abbot Middle School gym. The program began in September and will continue through June. Activities are informal and include several types of volleyball with more than forty women signed up, not all of whom attend regularly. Weekly participation varies greatly, depending on weather, season and conflicting town or social events. There is a core group that plays regularly, with others attending on a more casual basis. Mr. Randy Young, a Westford physical education teacher, provided a very much appreciated demonstration of volleyball rules and techniques to the group in September.

The Men's Basketball Night continues to be a very popular activity for fun and exercise. This program is also informal with typically 20 to 25 participants attending



weekly. Activities are from 7:00 P.M. to 10:00 P.M. Monday evenings at the Abbot Middle School gym from October through May. Locker rooms and shower facilities are also available.

#### WESTFORD YOUTH BASEBALL LEAGUE

The 1977 season registered 680 boys and girls between the ages of 8 through 15. The league is made up of a boys division of 40 teams and a girls division of 10 teams. The teams played between 10 and 14 games each, using 9 different fields. Sixty-two boys and girls were employed as umpires after attending a pre-season clinic.

In addition to the exciting regular season contests, the Westford Baseball League hosted it's first double-elimination tournament. With eight area teams entered, the Westford All-Star squad finished with top honors. Credit for the organization of this event belongs to Mr. William McLaughlin, tournament director.

The program would like to thank all the volunteers who coached the teams, baked for the fund raising, and made the season a success. Appreciation is expressed to Mr. Walter Deane, League President and to Mrs. Betty Johnson along with Mrs. Diane Zegowitz for the operation of the refreshment stand at the Graniteville ball park.

#### BASKETBALL

Westford Recreation Basketball entered it's third season with an increase in enrollment of over 40%. The Junior Division was comprised of 10 teams of 9-11 year olds; the Senior Division was comprised of 14 teams of 12-14 y.r olds; the Girl's Division was comprised of 4 teams encompassing 9-14 year olds.

The season consisted of 14 games scheduled to be played at the Abbot Middle gym on Saturdays. On Sunday, both courts at Westford Academy saw action. In mid-season an All-Star Game was played within each division. An exhibition game between the Coaches of the Senior Division and a combination of the Junior Division and Girl's Division Coaches was played.

The Basketball program is an inter-mural program in which all who sign up are afforded an equal opportunity to play. All participants receive the basic fundamentals of the game during an hour practice every week and these

fundamentals are put to the test in games played every week-end.

The Basketball program is most appreciative of the time volunteered by the coaches, referees and administrative personnel. Without the tireless effort put forth by volunteers our program would not be successful.

#### BOWLING PROGRAM

The Summer Parks program, in conjunction with the Brunswick Lowell Lanes, sponsored a bowling program each Thursday from 11:00 A.M. to 2:00 P.M. Between 75-150 children participated weekly in this activity. Transportation, bowling and refreshments were provided at a nominal fee. Five counselors supervised the children and provided instruction where necessary.

#### EXERCISE PROGRAM

On Monday through Friday evenings from 6:00 P.M. to 8:00 P.M. the Exercise Program was conducted at the Westford Academy gymnasium by a salaried instructor. Over 100 young men and women, ages 15-18 registered and between 25-50 were in attendance each evening.

The program was designed to allow each individual to develop strength, improve their physical appearance and enjoy the many values of physical fitness.

#### FOOTBALL

The Westford Pop Warner Football team completed their fifth year of competition in the Wachusett Pop Warner Football League. The Westford Lions hosted the Annual Wachusett League Cheerleader Pep Rally in November at the Westford Academy Gym with the Westford Academy Band providing the music for the cheerleaders.

Forty boys and twenty-eight girls between the ages of 11 and 13 participated in the program. The Football team was coached by Mr. Russ Carlson with assistants Mr. Jake Zaleski and Mr. Ed Wright. The cheerleaders were coached by Mrs. Virginia Poullos with assistance from Mrs. Linda Reed.

#### GYMNASTICS

The summer gymnastics program was held at the Westford Academy gym, Monday through Thursday from June to August.

Sessions were conducted by a qualified salaried instructor.

Approximately 40 youths participated in this program. Sessions were held both in the morning and afternoon according to age group. A clinic type program was offered. This program will not be offered next year due to decreasing interest in the summer months. Winter gymnastics will be available at Roudenbush Community Center.

### ICE SKATING

The Westford Ice Skating Association provides a full fall and winter program available to all residents of Westford. Desirous of providing a program available to all who wish to participate, the Association offers programs in figure skating and intramural and traveling team hockey. In 1977, 211 boys, 174 girls and 30 adults from 230 families participated in the program.

1977 expenses for the program exceeded \$44,000. The most significant cost of the program is ice rental which was 89% of the total cost. The town provided \$9,500. to defray the cost of renting ice; all other costs are borne by the membership and are met via fund raising events and membership fees.

With one exception, that being the figure skating instructor, the program is maintained with all volunteer help which at the present time numbers approximately 55 men and women.

### SOCCER

Westford Recreation Soccer entered it's first year of inter-mural soccer featuring competition each Saturday at the Abbot Middle Field. Boys and girls ages 9 thru 14 were eligible to play. The program was well received with a roster of 225 boys and girls. It is anticipated that enrollment in this program will increase in excess of 300 participants for the coming season.

This Spring two teams of boys were entered into the Boston Area Youth Soccer League (BAYS) Middlesex Division.

### SUMMER PARKS

Operating out of five schools, (Robinson, Frost, Sargent, Cameron and New Nab), the Summer Parks program had a very successful summer session, servicing between



150 to 300 Westford children daily.

The program, designed for children 6-12, ran for seven weeks from 9:00 A.M. to 12:00 noon, Monday through Friday, rain or shine and consisted of extensive arts and crafts projects, sports competition and various games for all ages.

Leadership at each school was provided by two park counselors and an arts and crafts specialist who worked at each playground introducing new ideas and providing additional instruction.

The closing day cookout was once again the highlight of the summer season, as approximately 300 youngsters participated in the games, races, hot dogs and hamburgers, culminating a fun filled season.

The Recreation Commission would like to thank the Westford Public School Administration, Principals, and Custodians, without whose help the Summer Parks program would not have been successful.

#### TENNIS

The 1977 Tennis Clinic was held this year at Whitney Playground, The Westford Academy and Nabnasset Courts. Over 100 children (1st graders thru 5th graders) participated at the Whitney Playground. 85 youths at the Westford Academy; and 45 youths at the Nabnasset courts attended the (6th - 12th grade) clinics. In 1978 additional instruction will be provided at the Parker Village courts. Each participant learns basic skills, forehand, backhand, serve, volley, scoring and court etiquette. Qualified instructors have helped build this program to be one of the most well participated and successful programs offered.

#### TOWN BEACH

Again this year qualified lifeguard protection was provided 10:00 A.M. through 6:00 P.M. seven days a week for the period June 25 through Labor Day weekend.

During July and early August, a record number of 260 youngsters were enrolled in a very successful Certified Red Cross Swim program, conducted in three separate two-week sessions by three Red Cross instructors. The required lifeguard protection involved two guards certified with both C.P.R. and First Aid Training. Courses taught included



Toddlers, Basic Beginners, Intermediates, Swimmers and the two lifesaving courses - Basic and Advanced.

The Town Highway Department, Parks Division, again did an admirable job providing daily maintenance, trash removal and general grounds upkeep.

A continuation of the Weed and Algae Control Program sponsored by the State Department of Environmental Quality Engineering was undertaken again during the late summer. Treatments during the past several years have resulted in a significant reduction in the amount of aquatic vegetation growth in Forge Pond.

The Recreation Commission would like to extend a note of gratitude to the Lowell Underwater Explorers Club who conducted this year's annual beach underwater cleanup and safety check.

#### TRACK

Westford Recreation Track entered it's second season of inter-mural competition held twice a week from July to September at the Westford Academy track. Techniques for the running events were taught to the participants at a special session and actual track meets between four teams were held each week.

Westford entered an invitational track meet held in Reading this past summer and acquitted itself very well - in particular in its girl entries. It is anticipated that more invitational meets will be entered by Westford in the future and Westford hopes to host an invitational meet this coming season. All boys and girls from ages 9 thru 15 are eligible to participate.

#### FORGE VILLAGE FIELD LIGHTING

As reported last year, the "39th" Engineering Battalion from Ft. Devens started the installation of the light poles at Forge Field in the fall of 1976. The "39th" Engineers returned in the spring of 1977 and completed the placement of the remaining six poles. Twenty six, 1 KW metal-arc lamps were installed and wired by Westford volunteers to complete the project on the 14th of May 1977. The "39th" Engineers also prepared the foundation for the new toilet-storage facility that was built by the Fire Department with financial support from the Recreation Commission.

The Forge Village softball field is used mostly by the Westford Softball League who schedule three games per night Monday thru Friday. The site was also used to provide both power and lighting for the September Fest activity and to provide a lighted practice area for the newly formed youth Soccer program.

The successful completion of this project was realized mainly due to the ability to keep the cost at a minimum. To achieve this goal, a great many people volunteered their time and effort at many different tasks. The only expense was for materials and equipment services. A great deal of thanks is expressed to the following:

Mr. Kenneth Grimm, Mass. Electric

Mr. Rodger Hall, Electrician

Mr. Clayton Dearth, Highway Department

Mr. Harry Hulings, Plumber

Mr. Peter Terenzio and the Westford Softball League

Capt. Clarence Frost, Acton Fire Department

Mr. Thomas Stiling and Mr. Paul Murray, Westford Recreation Com.

The "39th" Engineering Battalion, Ft. Devens

#### PARKS IMPROVEMENT

The recreation programs uses and maintains a great many fields in town. Last year the field behind the Old Nabnasset School was acquired from the School department. Volunteers from the baseball program along with assistance of the Highway Department outlined and rebuilt the baseball field. The backstop was repaired, new benches and protective screening were installed, and sections of snow fence were purchased for use in the outfield. This field also has a basketball court in which two new nets were installed. The tennis courts are scheduled for rework this year. At the conclusion of the 1978 baseball season the snow fence will be removed and the field will be outlined to support the expanding fall soccer program.

Plans for the much needed drainage system for the Graniteville facility were drawn up and construction will begin early in the spring of 78. To properly complete this project, funds for the installation of toilets at this site are being sought.

The baseball program will put forth plans to restructure the field at the Whitney Playground behind the Frost School. The major task will be the resizing of the infield. When completed this field will be available for youth baseball and softball.

All of the recreation fields were maintained and improved by Mr. Clayton Dearth and his assistants of the Highway Department. The Committee would like to express their gratitude to him for a job well done.

### VANDALISM

Vandalism of town recreation facilities remains a chronic problem. Broken glass, horses, automobiles, and mini-bikes on the playing fields, the cutting of tennis and basketball nets and the destruction of fencing at the town beach have plagued the summer program.

Unfortunately, this winter incidents of broken equipment and unruly behavior at the School Department gymnasium facilities has also increased. The School Department has made it clear that if this trend continues, the gymnasium facilities will no longer be available for the use of the recreation programs.

Although it is recognized that most vandalism in Westford is caused by non-participants of town programs; the program directors have asked all volunteer coaches, referees, and officials to assist in the solving of this disturbing problem. The final step however, must be taken by you the parents of the youngsters who take part in these programs. Loss of the facilities will mean a curtailment of the programs which will only create more idle time for mischief.

### ACKNOWLEDGEMENTS

The Recreation Commission wishes to thank the more than 200 volunteers who actively contributed to the success of the 1977-1978 programs. We especially thank the Mothers Auxilliaries, Boosters, Managers, Coaches, Officials and Administrators who so willingly gave their time, energy and expertise to the Baseball, Basketball, Gymnastic, Football, Skating, Soccer, Tennis and Track Programs.

In addition, the Commission would like to single out the following groups and organizations for their most appreciated contributions:

The A.F.S., H.E.Fletcher Social Club, Lions Club, V.F.W. Post and other Boosters for their generous donations.

The School and Highway Departments for their grateful assistance and cooperation.



The Roudenbush Community Center for their support  
and enthusiam.

Respectfully submitted,

William Barnett, Chairman  
Diane Chrusz  
Bob DeFillippi  
Mary Hill  
Paul Murray  
Sherrie Preston  
Tom Stiling  
Don Tahmoush  
Jack Walsh



# REPORT OF DOG OFFICER

Complaints by phone	2554
Leash law violation	1427
Violation in District Court	530
Lowell Court Six Man	8
Livestock Damage	2
Dog bites	46
Raccoon bites	2
Squirrel bite	1
Trips to Veterinary	19
Dogs picked up	812
Dogs Destroyed	132
Dogs returned to owners	680
Reimbursment from County	\$2640.00

I wish to thank the Board of Selectmen, my assistant, Mr. Albert Pickings, the Dog Officers from other towns, the Police Department and the Town Clerk, for their assistance and cooperation.

Respectfully submitted,

William C. MacMillan  
Dog Officer

## REPORT OF THE HOUSING AUTHORITY

At the Annual Town Elections on May 3, 1977, Shirley Anderson was elected to a five-year term and Reginald Blowey was elected to fill a one-year vacancy created by the resignation of Thomas Cahill who moved out of Westford.

Officers elected for the year at our Annual Meeting were:

Gary Sullivan, Chairman  
Shirley Anderson, Vice Chairman  
Reginald Blowey, Treasurer  
Kathleen Jones, Asst. Treasurer  
John Sanders, Fifth Member

Extensive audits were completed during the year by State Auditors from Thaddeus Buczko's Office as well as auditors from the Department of Community Affairs. Excellent reports were received on both audits with all accounts in order.

Because the project has not been signed off by the Authority, the Contractor, the Department of Community Affairs, and the Architect, management has had to operate on a limited budget of rental income only and no subsidy from the State. This has been the situation for close to four years. This grows increasingly difficult due to higher utility bills and maintenance costs. We were fortunate enough to have volunteers during the snowstorms to plow and shovel snow. We also had Bruce Mariani, a CETA employee, until May 13th when he took a full-time position with the Westford Water Department. This was a great help with our limited management budget.

On the development/construction accounts, monies were available to make further improvements which were the completion of hottopping, larger and louder fire alarm bells, additional grab-bars installed in the handicap units, timers replacing unserviceable photocells for the electric lights, new water faucet handles in all apartments, further carpentry work, etc. New furniture was purchased for the Community Building.

At the present time, our attorney is working with the Department of Community Affairs to reach an agreement whereby the completed project will be signed off. Much work and time has been put into getting figures and information together to close the project into full management.

The Authority is presently at work on an application/proposal for more elderly and handicap units as well as the HUD Section 8 program. We have made application for a solar heating and cooling system and sent a request for installation of wall thermostats in each apartment.

On an annual basis, the redetermination of rents was completed in July and the updating of the waiting list was completed in October. Applications continue to be accepted and processed with a growing waiting list.

The Tenant's Organization is very active with Walter Bohenko as President. The tenants enjoy the many functions of their own as well as those sponsored by the Council on Aging, the Golden Age Club, and the numerous other organizations and groups throughout the Town. Their "newspaper" project is at its best.

The Town-wide Well-Oldster Clinic is held in our Community Building every Tuesday morning with Visiting Nurse Linda Lawlor. The yearly Town-wide flu clinic was held here again this year. Homemaker services are available through the Elder Services of the Merrimack Valley.

Many letters of appreciation for services have been received from our tenants. The Authority and the tenants express their deepest appreciation to all Town Boards and Departments as well as to all who have given of their time and service towards another enjoyable year for us all. Thanks to everyone.

Respectfully submitted,

Edith M. Lowney  
Executive Director

## REPORT OF THE BOARD OF APPEALS

The policy of the Board of Appeals is to have a meeting approximately once a month. Under new legislation there will be new time limitations imposed on this board. The applications for variance will have to be sent through the Town Clerk to the board. The board members have decided that this year they will write and publish regulations under which the Board of Appeals in Westford shall operate. They are studying regulations and rules used in surrounding towns.

The board has also decided that it will now be legal to advertise in the Westford Eagle. They therefore hope not to have to raise their fees as they have had to in past years to cover advertising costs and postage costs. The fees remain as follows:

Residential - \$40.00  
Commercial - \$50.00  
Filling Station - \$75.00  
Industrial - \$75.00

A check made out to the Town of Westford must accompany each application submitted. It is now also necessary to have on the application the map number of the lot. This number appears on your tax bill.

In 1977 there were seven hearings with thirty-three appeals. The appeals, dates and decisions were as follows:

<u>DATE HELD</u>	<u>APPEAL</u>	<u>DECISION</u>
Jan. 27	A variance for a lot with insufficient frontage	Granted
Jan. 27	A variance to allow existing dwelling on lot with insufficient side lot line.	Granted
Jan. 27	A variance for a single family home on a lot with insufficient frontage.	Granted
Jan. 27	A variance for a single family home plus accessory buildings on a lot with insufficient frontage.	Granted
Jan. 27	A variance to operate a private dumping ground for refuse as defined under Mass. Gen. Laws; Chap.111, Sec. 150A	Denied
Jan. 27	A variance for a single family home with insufficient rear year setback.	Granted



March 31	Permit to use part of garage as a tool sharpening home occupation	Permit will terminate with ownership.
March 31	A variance for a single family home on a lot with insufficient frontage	Granted
March 31	A variance for an addition to an Existing dwelling. The addition to have insuffiecient side and rear lot line setbacks.	Granted
March 31	A variance to allow existing dwelling on a lot with insufficient frontage.	Granted
March 31	A special permit to conduct a dance studio as a home occupation	Restricted so traffic flow will be from east to west. Hours 11 AM to 9 PM Mon. thru Sat. Permit will terminate with ownership.
May 5	Permission for the construction and use of a filling station under Sec. 4-3	Denied
May 5	Special permit to Article XII Sec. 7 for building allowance for residential purposes on premises situated in Industrial B Zone.	Granted contingent on Planning Board approval
May 5	A variance for garage with insufficient front yard setback	Granted
May 5	Permission to operate a Go-cart Track on business zoned parcel.	Denied
May 5	Special permit for home occupation of a printing press	Restricted so must provide off-street parking. Operation to cease by 9 PM Terminates with ownership.
June 23	A variance to construct a single family dwelling with insufficient frontage.	Restricted so that the driveway must be hottopped.
June 23	A variance to construct a single family dwelling with insufficient frontage.	same restriction
June 23	A variance to add addition plus	Granted

	3 room apartment upstairs in existing dwelling.	
June 23	A variance to construct a single family dwelling with insufficient area.	Granted
June 23	A variance to construct a single family dwelling with insufficient area.	Granted
June 23	A variance to construct a single family dwelling on a lot with insufficient area. (Residence B)	Restricted so the drainage must be installed and connected to Town drain. Supt. of Hwy. must be consulted regarding draining plans and Lot and road elevations. Plans for roads and Lot elevations and drainage must be shown to Board of Appeals. Front of lot grades must be towards st.
June 23	A variance to construct a single family dwelling on a lot with insufficient area. (Residence B)	same restrictions as above
August 4	A special permit to operate an Antique business in barn.	Restricted to hours 11 AM to 5 PM Wed. thru Sat. only. No visible display of wares. Customer parking must be provided in front of building for no more than 2 cars. Out-going traffic must be directed to headout when leaving. Terminates with ownership.
Oct. 13	A variance to allow a 10 dog kennel license	Restricted to no boarding of dogs. Physical size of kennel may not be enlarged. Not more than 7 dogs at once. Must fence property

		with 6' stockade fence. Off-street parking must be provided. Terminate with ownership.
Oct. 13	A variance to construct a single family dwelling with insufficient frontage.	Restricted so there must be a common driveway. Driveway to be at least 220' back from road. The house must be set at least 300' from road.
Oct. 13	A variance to construct a single family dwelling with insufficient frontage.	same restrictions as above
Oct. 13	A variance to allow the use of an existing building as a two-family house.	Restricted to no parking on River St. between building & street. Entrance of driveway must be 50' from south corner of building. Off-street parking must be provided for occupants. No change may be made in existing foundation size.
Oct. 13	A special permit to open gift shop as a home occupation.	Restricted to sales only from garage. Hrs. 2 PM - 8 PM weekdays. 1 PM-5PM weekends. Off-st. parking must be provided; 1 x 2' sign permitted. Terminates with ownership.
Oct. 13	A special permit to operate Career Consultants as a home occupation	Restricted to 1 x 2' sign. Off-street parking must be provided. Terminates with ownership.
Dec. 8	A variance to construct utility shed with insufficient side lot line setback.	Restricted so shed cannot be closer than 8' from lot line

Dec. 8	A special permit to operate home occupation of record changer re-pairing.	Restricted to hours of 7 AM to 8 PM Mon. thru Sat. A free standing sign 2 x 2'. Terminates with ownership.
Dec. 8	A variance to allow a portion of premises to be used for light manufacturing at variance to Art. 12, Sec. 4, Para. 10.	Restricted to the production of novelty wooden products. Business to operate in no more than 4,000 sq. ft. Maximum employees will be 8. Hours of operation will be between 7 AM and 10 PM.

BOARD OF APPEALS

John Barretto, Chairman

John Kavanagh

Warren Morrow

James D. Hansen, Alternate

John Preston, Alternate

Carlene Johnston, Clerk



## REPORT OF THE PLANNING BOARD

The pace of subdivision submissions and reviews continued at the average pace of the past several years. Review procedures are becoming more technical and complex as environmental awareness of impacted neighborhoods increases, and developers move into areas which are more environmentally sensitive. Public awareness of the potential weaknesses in the bylaw described by the Board in past years has prompted initiatives by citizens groups to rezone Residence B districts. A recent change in State law permits concurrent review of proposed subdivisions by both Planning Board and Conservation Commissions.

July 1, 1978 marks the effective date of Section 808, or the new Zoning Act. In anticipation, the Board has prepared amendments to bring the existing Bylaw into conformance with the State Act, and will present a rejuvenated zoning map for adoption. Open space residential development will again be proposed for adoption as a preferable alternative method of subdivision.

Respectfully submitted,

Joseph W. Morrill, Chairman  
Vyto L. Andreliunas  
Paul L. Davies  
Ellen M. Malinowski  
Gerald Swanson

## REPORT OF THE WESTFORD HUMAN SERVICES COMMITTEE

The Westford Human Services Committee serves as liaison between Community Teamwork, Inc., a funded service agency, and Westford service organizations and residents. Committee members meet together to communicate and exchange ideas that will better address community needs. All interested residents are welcome and urged to attend Human Services meetings held the fourth Tuesday of the month at 3 p.m. in the Roudenbush Community Center.

The cooperation and communication enjoyed at Human Services meetings have brought visibility to the many services available to Westford residents. If you are in need of a service or have a special concern, the Committee will put you in touch with the service agency that will successfully address your need. This year the Committee has enhanced the lines of communication between service groups and residents through the funding of a "Human Services Section" in the 1977-78 Westford Directory, placing this vital information at everyone's finger tips.

In order to be more aware of community needs, the Human Services Committee sought and was awarded a C.E.T.A. grant to conduct a Human Needs Survey. This house-by-house survey will document areas of greatest need and assist Committee agencies in addressing these concerns. Approximately 800 households were surveyed as of December 31, 1977, with over 90% participation. The survey staff also enjoyed warm reception to their questions over the telephone. Thank you for helping us help you.

Below are the members and the agencies they represent who strive to assist all Westford residents with any human service needs:

Jean Downey	Women's Rap Group (692-6898)
Avis Hooper	Roudenbush Community Center (692-3311)
Betty Aubuchon	Roudenbush Community Center (692-3311)
Sandra Cofran	J.V. Fletcher Library (692-6263)
Francesca Denton	J.V. Fletcher Library (692-6263)
Tom Hawkins	United Methodist Church (692-4771)
Michael Marrone	St. Mark's Episcopal Church (692-7849)
Fr. Phil Earley	St. Catherine's Church (692-8365)
Teddi Anderson	Nashoba Board of Health (1-772-3336)
Shirley Cyronis	Lowell Visiting Nurses (459-9343)
Linda Lawlor, R.N.	Lowell Visiting Nurses (459-9343)
Priscilla Elliott	Lowell Visiting Nurses (459-9343)
Muriel Drake	Lowell Visiting Nurses (459-9343)

Bob Keating	SHARE/Morningstar (454-9981)
Tom MacLachlon	SHARE (454-9981)
Andy Simoglou	SHARE Board (692-8365)
Susan Casey	Elder Services of Merrimack Valley
Dick Clark	" (454-0446)
Joanne Moulton	Elder Services Board (692-6820)
Kathy Desilets	Solomon Mental Health Center (459-6454)
Claire Schneider	Jr. Women's Club (692-6467)
Patti Wright	Jr. Women's Club (692-3264)
Beth Shaw	League of Women Voters (692-7677)
Robert Domenichello	Human Needs Survey, Director (692-3311)
Pamela Owens	Human Needs Survey (692-3311)
Stephanie Martin	"
Stephen Verracchia	"
John LeCheminant	Lowell Mental Health Ass. Bd. (458-6282)
Florence Wardwell	Community Teamwork Inc. (459-0551)
Linda McInerney	Community Teamwork Inc. (458-2580)
John Griffiths	Community Teamwork Inc. (458-0551)
Donna Georges	Family Planning Inc. (459-4156)
Bob Wolfgang	Lowell Planning & Devel. Of. (459-0154)
Ted Buczynski	"
Helena Crocker	Town Aide (692-7274)
Pat Shearer	Lowell Council on Children (459-2566)
Peg Sudak	School Nurse (692-6391)
Mary Westcott	Westford Academy Guidance (692-2334)
Jane Coleman	School Social Worker (692-2378)
Norene Carter	Early Child Development (851-7261)
Jean Schaub	Title VII Lunch Program (692-6471)
Ellen Harde	Resident (692-2039)

Respectfully submitted,

Jean Downey, Chairperson  
Helena Crocker, Sec-Treas

## REPORT OF THE BUILDING INSPECTOR

Permits Issued	310
Total Fees Collected	\$7805.50

Houses . . . . .	86
Renovations, Additions . . . .	119
Garages . . . . .	15
Pools . . . . .	32
Commercial Bldgs . . . . .	5
Barns, Sheds . . . . .	17
Signs . . . . .	7
Stoves, Chimneys . . . . .	8
Razings . . . . .	5
Miscellaneous . . . . .	11
Club - Private . . . . .	1
Utility Bldg . . . . .	1
Waste Water Plant . . . . .	1
Municipal Bldg . . . . .	1
Chair Lift . . . . .	1

This year I am pleased to report that we now have a full-time office available to the people of the Town. All of the inspectors work from this office, Gas, Wire and Plumbing Inspectors.

It has been a busy year and 1978 promises to be busier for our department. The new Energy Code is now in effect for new buildings which will add to our work. Also, 1977 brought to this department the new updated Barrier Boards or Handicapped Code as well as the Historical District Code governing the remodelling and rebuilding of historical buildings. The Building Inspectors have spent a total of 136 hours in class this year relating to these new regulations. We do this on our own time without compensation for the most part.

Many hours are spent investigating zoning violations and complaints. This part of the department brings no monetary return to the Town. This past year there were ten dumping violations investigated, ten junk car problems, seventy-five zoning violations and complaints. This office is also responsible for the enforcement of the Earth Removal By-Law and last year we investigated seven contracts for the Town.

It might be of interest to note here that building without a permit is a violation against the Building Code and as such is part of our enforcement duties. Last year,



we had twenty-five of these violations. This year, in order to eliminate this problem, we have doubled the permit fee if it becomes necessary to remind people to apply for a permit.

I want to thank my assistants, Nick Basinas and Burleigh Hatch, my secretary, Marilyn Breton and my fellow inspectors in the department for their cooperation during this past year.

Respectfully submitted,

Andrew G. Anderson  
Building Commissioner

#### REPORT OF THE GAS INSPECTOR

Gas Permits Issued - 96

Fees Collected - \$768.00

Investigated Complaints - 25

I would like to thank the people of Westford, my fellow inspectors and the Fire Chief for their assistance during this past year.

Respectfully Submitted,

Chester H. Cook, Jr.  
Gas Inspector

#### REPORT OF THE PLUMBING INSPECTOR

Plumbing Permits Issued - 115

Fees Collected - \$1705.00

The Plumbing Permit fees have been increased to \$10.00 per inspection with 20% of the fee reverting back to the Town to defray the cost of operating the office.

I want to thank my fellow inspectors for their assistance during this past year.

Respectfully submitted,

Harry M. Hulings  
Plumbing Inspector

# REPORT OF THE INSPECTOR OF WIRES

This office issued 247 Permits for the year 1977.

146 Permits	@ \$8.00=	\$1168.00
98 Permits	@ 16.00=	1568.00
3 Industrials		100.00
Total Receipts		2836.00
Inspections - 265	@ 7.00=	2555.00
Expenses - Printing		49.00
Total Cost		2604.00
Balance to Town		232.00

Once again, as you can see by the above figures, the office of the Wire Inspector is self-supporting. The fiscal year appropriation is \$3,000.00 and the Calendar Year Receipts show that this appropriation is realistic.

It must be noted here that the permit fees were raised as of Feb. 1, 1978. A \$16.00 permit under the old schedule will now be \$20.00 and an \$8.00 Permit (one inspection) will now be \$10.00. As you know, we have a full time secretary and 20% of the permit fee will be returned to the Town to help defray the cost of the office - paper work, telephone, etc.

Respectfully submitted,

Dennis P. Kane  
Wire Inspector

Report of the Department of Civil Defense

During 1977, this department has carried on with the administrative part of our local organization together with State and Area operations.

The activity of the Auxiliary Fire Department in fire-fighting and training sessions has been good with active participation. In recent months we have had young women interested in joining this organization. We are expecting more in the future and wish to extend an open door to more young men and women between the ages of 16-21 to join this department.

Your Director has attended 34 meetings, traveled 1858 miles for this activity and given nearly 200 hours to supporting the Town and State in CD activity.

Respectfully submitted,

Harold H. Hoover

Civil Defense Director



## ANNUAL TOWN REPORT

### ROUDENBUSH COMMUNITY CENTER

The second year at the Roudenbush Community Center has been very full and rewarding. Much has been accomplished and use of the building continues to grow to capacity with programs and services available to residents of all ages.

The Committee appointed by the Board of Selectmen establishes policies and programs and oversees the Center's Staff. Meetings are held twice monthly at the Center and day to day operations are carried out by the Building Director.

A proposal for second-year funding under HUD's Community Development Block Grant program was written by Ellen Harde and Avis Hooper and submitted by the Board of Selectmen. HUD granted a total of \$76,000 for further renovations to Roudenbush, to provide a Clinic area, a first-floor bathroom, and easier access for the elderly and handicapped. The clinic area will provide a more suitable setting for existing services, such as Well-child and Well-Oldster Clinics, and will permit the development of additional health screening services for adults and teen-agers.

The First Annual Meeting of the Roudenbush Community Center Associates, Inc. was held on May 9, 1977. The Officers and Directors were elected for the next year. Membership in the Associates has grown considerably. This non-profit group has raised funds for the Center and helped increase awareness of activities in the building. A brochure was published and town wide mailings of several flyers was paid for by the Associates.

A major fundraising drive was undertaken to replace the spire and weathervane which were severely damaged by high winds early in April of 1977. Response was excellent and the spire was replaced by the Associates on Sept. 2nd at no cost to the Town. The Associates sponsored the publication of a new Westford Directory and paid for its distribution. They also purchased program supplies for use at the Center. The Human Needs Survey is sponsored by the Associates and funded by C.E.T.A. This survey will enable us to be better aware of the needs of the Community and assist us in extending services to even more families in Westford.

The Associates will hold their Annual Auction on March 11, 1978. Proceeds will help cover operating expenses at

the Center. We are most grateful to all the businesses and individuals who helped make the Auction such a successful fundraising event. We were also pleased to receive additional contributions during the year from the Westford Jay-Cees, the Westford Jr. Women's Club and the Newcomer's Club. With their donations the Associates were able to purchase utility tables, chairs and a typewriter for the Center.

"Community Commodities", an Arts and Crafts Shop is run by the Associates to provide an outlet for craft items and baked goods made by local people with a small percentage of the selling price benefitting the Center.

A babysitting service is available weekday mornings at a very minimal fee. Y.W.C.A. programs are held at the Roudenbush with fifty percent of net income from these programs being paid to the Town. In addition the Center's Program Director, Betty Aubuchon, hired by C.E.T.A., arranges programs for adults and children. These include: A Winter Camp-In, bus trips to the Children's Theatre in Boston and the Science Museum in Worcester, Cake decorating, cross-country skiing, ballroom dancing, swim classes in an indoor pool donated by a local resident, flower arranging, crafts for children and teen activities every Tuesday night. The Lowell Regional Transit Authority subsidized a shuttle bus to transport children to the Center daily for four weeks in the Summer. Under the supervision of the Program Director and augmented by six Neighborhood Youth Corps people the children enjoyed a wide variety of activities.

At this date the Center has been able to return to the Town all the monies appropriated for expenses except salaries. C.E.T.A. has continued to provide funds for all Staff members with the exception of the Director.

It has been a very exciting year and we feel that the Town continues to benefit by having a Community Center. We extend our thanks to the many individuals and organizations who have helped make the past year such a successful one.

Dana Atkinson  
Mary Jo Cassidy  
Ellen Harde  
Joseph Lapiana (Chairperson)  
David Matheson (Resigned)  
Lois Otterson  
Jean Schaub  
Joan Shelvey (Resigned)

## REPORT OF THE HOUSE NUMBERING COMMITTEE

All the streets have been updated and there are now 270 accepted and unaccepted streets. There are several additions and changes on the street listing following this report.

Anyone wishing to verify a building number before displaying it should call the House Numbering Committee.

Respectfully submitted,

Norman E. Day

House Numbering Committee

### STREET LISTING - TOWN OF WESTFORD 1977

Code: \*Preceding street name indicates street is numbered.

#Following street name indicates a proposed street.

<u>STREET NAME</u>	<u>STARTS</u>	<u>ENDS</u>
*Abbot Street	Forge Village Rd., Pine St. & Town Farm Road	Pleasant St. 65-69
*Academy Drive	Depot Street 3-5	Driveway to Abbot Middle School; opp. 28 Depot St.
*Acton Road	Lowell Rd., Acton	Acton Rd., Chelmsford
*Allison Dr.	Polley Rd. 9-11	Turn-a-round
*Anderson Ln.	Kirsi Circle 19-21	Turn-a-round
*Banbury Drive	Concord Rd. 190-194	Concord Rd. 202-206
*Bayberry Road	Pine Ridge Rd. 44-48	Turn-a-round
*Beacon Street	North, No. Main & River Sts.	Dead End
*Beatrice Road	Dunstable Rd. 75-77	Long Sought For Pond
*Beaver Brook Rd.	Pleasant St. & Concord Rd.	Beaver Brook Rd., Littleton
*Beaver Dam Drive	Depot St. 20-24	Fletcher Rd. 14-16
*Beech Road	Sycamore Rd. 7-9	Pine Road 8-10
*Bicentennial Cir. #	Concord Rd. 59-63	Concord Rd. 65-69
*Birch Road	Pine Road 33-35	Rt of way to Edwards Ave.



<u>STREET NAME</u>	<u>STARTS</u>	<u>ENDS</u>
*Blackthorn Dr.	Cold Spring Rd. 22-24	Fletcher Rd. 17-19
Blades Rd	Groton Rd. 274-276	
*Blaisdell Rd	S. Chelmsford Rd 25-27	Vose Rd 7-9
*Blaney St.	Carlisle Rd. 177-179	West St., Carlisle
*Blue Ridge Rd	Stony Brook Rd 59-61	Stratton Hill Rd 11-15
*Bobolink Road	Nutting Rd 13-15	Turn-a-round
*Boston Rd	Main St. 47-49	Littleton Rd. 181-183
*Bradford St.	Pleasant St. 4-6	Forge Pond
*Brian Dr.	Christopher Rd 4-6	Turn-a-round
*Bridge St.	Graniteville Rd. 82-86	N. Main St. 44-46
*Broadway Street	Graniteville Road & River Street	N. Main St. 14-16
*Brookside Rd.	Lowell Rd. 110-112	Nabnasset St. 29-30
*Brookview Drive	Beaver Dam Dr. 12-14	Fletcher Rd. 22-24
*Buckingham Drive #	Bicentennial Cir. 4-6	Bicentennial Cir. 24-26
Burge Pond Rd.	Depot St. 70-72	Dead End
*Butternut Rd	Depot St. 174-176	Cherry Lane 9-11
*Byrne Avenue	cross Moore Av. 25-26	Gasset Road No. 1
Byrne Place	Now Byrne Avenue	
*Camp Road	Wilson Lane 2-4	Dead End
*Canal Street	Bradford St. 10-12	Dead End
*Carlisle Road	Littleton Rd. 182-184	Westford Rd, Carlisle
*Carolina Lane	Plain Rd. 58-62	Turn-a-round
*Castle Road	Crown Road 27-29	Turn-a-round
*Cedar Road	Fir Road 6-8	Maple Road 7-11
*Cemetery Rd.	Now Country Road	
*Chamberlin Rd.	Lowell Rd. 109-111	Galloway Rd., Chelmsford



<u>STREET NAME</u>	<u>STARTS</u>	<u>ENDS</u>
Chandler Road	Now Flushing Pond Rd.	
Chelmsford Rd.	Now Littleton Rd.	
*Cherry Lane	Depot St. 158-160	Turn-a-round
*Chestnut Road	Fir Road 10-12	Lake Shore Drive 37-39
*Christopher Rd.	Beaver Brook Rd. 48-50	Turn-a-round
*Church Street	Broadway St. 66-70	Cross St. 9-11
*Clare Circle	Polley Rd. 26-28	Turn-a-round
*Cold Spring Rd.	Depot St. 50-54	Patten Road 27-29
*Concord Road	Pleasant St. & Beaver Brook Rd.	Carlisle Road 71-73
*Connell Drive	Main St. 44-46	Dead End
*Coolidge Ave.	Brookside Rd. 44-48	Moore Rd. 11-13
*Coolidge Street	W. Prescott St. 32-34	Dead End
*Country Road	Patten Rd. 48-50	Concord Road 48-50
*Court Road	Crown Road 21-23	Turn-a-round
*Courtland Circle#	MacIntosh Road 4-6	Turn-a-round
Cowdry Hill Rd.	West End St. 33-35	Groton Road 37-39
*Craig Circle	S. Chelmsford Rd. 19-11	Vose Rd. 7-9
*Crescent St.	Abbot St. 11-13	Dead End
*Cross Rd.	Lake Shore Dr. 31-33	Forest Rd. 4-6
*Cross St.	Broadway St. 52-54	Dead End at Railroad
*Crown Rd.	Boston Rd. 36-40	Crown Rd. 6-8 (Circle)
*Crusade Rd.	Palace Rd. 3-5	Turn-a-round
*Cummings Rd.	Depot St. 35-37	Providence Rd. 7-9
*Cypress Rd.	Sycamore Rd. 11-13	Pine Rd. 12-14
*Dana Drive	Fairview Dr. 3-5	Turn-a-round
*Dell Rd.	Dunstable Rd. 71-73	Long Sought For Pond
*Demogenes Drive	Griffin Rd. 55-61	Temp. Turn-a-round
*Depot St.	Main St. 70-72	Groton Rd. 319-321
*Depot Rd.	Now Depot St.	

<u>STREET NAME</u>	<u>STARTS</u>	<u>ENDS</u>
*Doris Rd.	Passes End Jo-Jo Lane	Dead End
*Douglas Road	Kirsi Circle 5-9	Kirsi Circle 31-33
*Downs Rd.	Dunstable Rd. 41-43	
*Drawbridge Rd.	Court Rd. 9-11	Providence Rd. 75-79
*Dunstable Rd.	Depot Rd. 146-148	Scribner Rd. Tyngs. line
*Durkee Rd.	Acton Town Line (Off Rt. 119)	
*Dutchman Lane	Tallard Rd. 8-10	Turn-a-round
*E. Prescott St.	W. Prescott St. & Pleasant St.	North Main Street
*Easy St.	Lawson Rd.	Dead End
*Edward Avenue	Oak Hill Rd. 34-36	Edwards Beach
*Elliott Rd.	Littleton Rd. 363-365	Turn-a-round
*Elm Road	Plain Rd. 112-114	Dead End
*Elm Street	E. Prescott St. 3-5	Dead End
*Emerson Road	crosses Jo-Jo Rd. 4-5	Dead End
*Endmoor Rd.	Plain Rd. 90-92	Dead End
*Fairview Drive	Tadmuck Rd. 8-10	Main St. 133-135
*Fir Road	Pine Road 17-21	Elm Road 10-12
*First Street	Broadway St. 27-33	River St. 20-22
*Flagg Road	Main St. & Forge Village Rd.	Hildreth St. 69-71
*Fletcher Lane	Forest Rd. 34-36	Dead End
*Fletcher Rd.	Depot St. 48-50	Saw Mill Dr. 6-8
*Flushing Pond Rd.	Tyngsboro Rd. 17-19	Groton Rd. 414-416

<u>STREET NAME</u>	<u>STARTS</u>	<u>ENDS</u>
*Forge Village Rd.	Main St. & Flagg Rd.	Pine & Abbot Sts. & Town Farm Rd.
*Forest Road	Oak Hill Rd. 84-86	Tyngsboro Rd. 65-67
*Fourth Street	Broadway 43-51	River St. 30-32
*Frances Hill Rd.	Chamberlin Rd. 14-16	Hunt Rd. 22-24
*Franklin Rd.	Groton Rd. 194-196	Dead End
*Gassett Rd.	End of Byrne Ave.	Forest Road 14-16
*George Ave.	Gassett Rd. 9-11	Oak Hill Rd. 84-86
*Gould Rd.	Groton Rd. 128-132	Keyes Road
*Graniteville Rd.	Main St. 30-32	River & Broadway Sts.
Green Needles Rd.	Beaver Brook Rd. 45-47	Dead End
*Greenwood Road	Old Lowell Rd. 71-73	Acton Rd. 114-116
*Griffin Road	Carlisle Rd. 82-84	Acton Rd. 76-78
*Groton Rd.	Lowell Rd., Groton	Groton Rd., Chelmsford
*Grove St.	Nabnasset St. 15-17	Knoll Rd. 6-8
*Hadley Rd.	Wilson Lane 6-8	Dead End
*Hartford Rd.	Robinson Rd. 9-11	Patten Rd. 24-26
*Hawthorne Ave.	Williams Ave. 5-9	Oak Hill Road 16-18
*Helen Circle #	Mark Vincent Dr. 18-20	Turn-a-round
*Hemlock Rd.	Chestnut Rd. 3-5	Dead End
*Heywood Rd.	Depot St. 42-46	Beaver Dam Dr. 5-7
*Hidden Valley Rd.	North Hill Rd. 15-17	Turn-a-round
*Hildreth St.	Boston Rd. & Lincoln St.	Concord Rd. 104-106
*Hill St.	W. Prescott St. 14-16	Dead End
*Hillside Ave.	N. Main St. 53-55	N. Main St. 57-59
*Hillside Rd.	Pond Road 10-12	Olive Rd. 7-9
*Holly Lane	Butternut Rd. 4-6	Chery Lane 7-9
*Howard Road	Concord Road 93-95	Turn-a-round
*Hunt Road	Chamberlin Rd. 44-46	Spaulding Rd., Chelms.
*Island Path	Byrne Ave. 20-22	Nabnasset Lake

<u>STREET NAME</u>	<u>STARTS</u>	<u>ENDS</u>
*Jefferson Road	Old Lowell Rd 92-94	Robert Rd. 3-5
*Jelley Road	Nutting Rd. 30-32	Dead End
*Jester Road	Providence Rd. 62-64	Turn-a-round
*Jo-Jo Lane	Oak Hill Rd. 65-67	Doris Road 6-10
*Jones Road	Nabnasset St. 35-37	Dead End-Stony Brook
*Keyes Road	Groton Rd. 210-212	Davis Rd., Tyngsboro
*Kings Road	Banbury Dr. 7-9	Banbury Dr. 25-27
*King's Pine Rd.	Crown Rd. 9-11	Turn-a-round
*Kippy Circle #	Peter Chris Dr. 11-13	Turn-a-round
*Kirsi Circle	Main St. 114-116	Main St. 132-134
*Knoll Rd.	Edward Ave. 16-20	Dead End
*Lake Shore Dr. No.	Oak Hill Rd. 66-68	Fletcher Lane
*Lake Shore Dr. So.	passes Old Wood Rd	Dead End near Elm Rd
Lakeview St.	Pine Grove Rd.	Dead End
*LaSalette Road	S. Chelmsford Rd. 37-39	S. Chelms. Rd. 31-35
*Laurel Ave.	Plain Rd. 158-160	Dead End
*Lawson Rd.	Forest Rd. 46-48	Easy Street
*Leland Road	Main St. 77-81	Main St. 111-113
*Lillian Rd.	Moore Rd. 14-18	Polley Road 23-25
*Lincoln Ave.	E. Prescott St. 17-19	Elm St. 9-11
*Lincoln St.	Main St. 51-53	Hildreth St. 2
*Line Rd.	Tadmuck Rd, Chelms.	Turn-a-round
*Links Rd.	Doris Rd. 1-5	Dead End
*Littleton Rd.	Littleton Rd, Chelms.	King St., Littleton
*Long Road	Dunstable Rd. 59-61	Long Sought For Pond
*Long Meadow Rd	Old Homestead Rd. 4-6	Old Homestead Rd 24-26



<u>STREET NAME</u>	<u>STARTS</u>	<u>ENDS</u>
*Long Sought For Pond Road	Tenney Rd. 31-33	Ends at Private Way
*Lorraine Ave #	Old Lowell Rd. 13-15	Old Lowell Rd. 23-25
Lougee Road	See Greenwood Road	
*Lowell Road	Depot St. 61-63	Graniteville Rd. Chelms.
*Lower Road	Elm Road 49-51	Dead End
*Lucille Ave.	Lillian Road 1-2	Polley Road 19-21
*MacIntosh Rd #	Forge Village Rd 22-26	Patten Rd. 10-12
*Main St.	Flagg Rd. & Forge Vil. Rd	Old Westford Rd Chelmsford
Main Street, Gran.	Now North Main Street	
*Makepeace Road	Dunstable Rd, Tyngs.	Dunstable Rd., Chelms.
*Maple Road	Pine Rd. 25-27	Dead End
*Maple St.	River St. 51-53	Dead End
*Mark Vincent Dr. #	Griffin Road 37-39	Demogenes Dr. 7-9
*Millstone Hill Rd.	Groton Rd. 38-40	Hoyt's Wharf Rd., Groton
*Milot Rd.	Town Farm Rd. 27-29	Dead End
*Moore Ave.	Oak Hill Rd. 46-48	Dead End
Moore Place	Now Moore Avenue	
*Moore Rd.	Brookside Rd. 20-22	Plain Rd. 143-145
*Mulberry Lane	Forge Village Rd. 96-98	Crescent St. 2-4
*Muriel Dr.	Lawson Rd.	Mass. Electric Rt. of Way
*Muskett Lane	Sawmill Rd. 5-7	Turn-a-round
*Myrtle Ave.	Williams Ave. 11-15	Oak Hill Rd. 20-22
*Nabnasset St.	Oak Hill Rd. 45-47	Main St., W. Chelmsford
*New Street	Now Coolidge Ave.	
*Newport Drive	Salem Rd. 24-28	Endmoor Rd. 44-46

<u>STREET NAME</u>	<u>STARTS</u>	<u>ENDS</u>
*Nixon St.	Littleton Rd.137-139	Turn-a-round
*North St.	N. Main, Beacon & River St.	Groton Rd. 137-141
*North Hill Rd.	Tyngsboro Rd. 60-62	Turn-a-round
*North Main St.	North, Beacon & River Sts.	E. Prescott St.
*Nutting Lane	Nutting Road 7-9	Turn-a-round
*Nutting Road	Plain Rd. 54-56	Groton Rd. 213-215
*Oak Rd.	Pine Rd. 13-15	Elm Rd. 10-12
*Oak St.	Pleasant St. 15-23	Chestnut St.
Oakdale St.	Sand Beach Rd.	Lakeview St.
*Oak Hill Rd.	Brookside & Plain Rds.	Groton Rd. 501-503
*Old Road	Carlisle Rd. 129-133	Acton Road 9-10
Old Groton Rd.	North St. 59	Groton Rd. 147-149
*Old Homestead Road	Graniteville Rd. 62-64	Cold Spring Rd. 99-101
*Old Lowell Rd.	Concord Rd. 248-250	S. Chelmsford Rd.47-49
*Old Wood Road	Endmoor Rd. 39-41	Lake Shore Dr. N. 7-9
*Olive Rd.	Dunstable Rd. 79-81	Long Sought For Pond
*Orchard St.	E. Prescott St. 23-25	Dead End
*Palace Rd	Providence Rd. 66-68	Tadmuck Rd. 15-17
*Palermo St.	Pine St. 12-14	Pleasant St. 45-47
*Patriot Lane	Graniteville Rd. 20-22	Patriot Lane 4-6(circle)
*Patten Road	Forge Village Rd28-32	Pleasant St. 79-81
*Pershing St.	E. Prescott St.26-28	Dead End
*Peter-Chris Dr. #	Griffin Rd. 27-31	Mark Vincent Dr. 5-7
*Phillips Drive	Concord Rd. 124-128	Phillips Drive (circle)
*Pierce Ave.	Cold Spring Rd. 29-33	Cold Spring Road 49-53

<u>STREET NAME</u>	<u>STARTS</u>	<u>ENDS</u>
*Pine Road	Plain Road 80-82	Lake Shore Dr. 17-19
*Pine Street	Pleasant St. 35-37	Forge Village Rd., Abbot St. & Town Farm Rd.
Pine Grove Road	Beaver Brook Rd. 11-15	Lakeview St.
*Pine Hill Road	Pine Hill Rd, Chelms	Chamberlin Rd. 97-99
*Pine Ridge Road	Forge Village Rd. 47-49	Bridge St. 54-56
*Pine Tree Trail	Moore Ave. 17-19	Byrne Ave. 31-33
*Plain Road	Depot St. 69-71	Brookside & Oak Hill Rd
*Pleasant St.	E & W Prescott Sts.	Concord & Beaver Brook
*Polley Road	Stony Brook Rd. 57-59	Plain Rd. 121-123
*Pollyanna Lane	Forest Rd. 40-42	Dead End
*Pond Road	Dunstable Road 67-69	Long Sought For Pond
*Pond Street	Pleasant St. 6-8	Bradford St. 21-23
*Poplar Road	Plain Road 98-100	Lake Shore Dr. S. 47-49
*Power Road	Littleton Rd 276-278	Power Road, Littleton
Prince Street	Now Hill Street	
*Providence Road	Lowell Road 17-19	Turn-a-round
*River St.	Graniteville Rd & Broadway St.	Beacon, North & North Main Streets
Robbins Road	Littleton Rd. 330-332	Dead End
*Robert Rd.	Old Lowell Rd. 80-82	Turn-a-round
*Robinson Rd.	Flagg Road 29-31	Concord Rd. 60-62
Roc 'N Roe Lane	Dunstable Rd. 91-93	Dead End
*Royce Lane	Tallard Rd. 18-20	Turn-a-round
*Rutland Circle	Griffin Rd. 34-36	Turn-a-round
*St. Mary's Dr.	Littleton Rd. 88-90	S. Chelmsford Rd. 30-32
*Salem Rd.	Sycamore Lane 13-14	Newport Drive 59-61

<u>STREET NAME</u>	<u>STARTS</u>	<u>ENDS</u>
Sand Beach Road	Beaver Brook Rd. 5-7	Dead End
*Sassafras Road #	Vose Road 33-35	Turn-a-round
*Sawmill Dr.	Cold Spring Rd. 40-44	Turn-a-round
*Sawmill Road	Hidden Valley Rd. 8-10	Turn-a-round
*Second St.	Broadway St. 34-36	Dead End
*Sequoia Road #	Old Lowell Rd. 52-54	Sassafras Rd. 12-14
*Shea Street	Littleton Rd. 441-443	Turn-a-round
*Sherwood Drive	Stony Brook Rd. 83-85	Blue Ridge Rd. 4-6
*Sleigh Road	Sleigh Rd., Chelmsford	Acton Rd. 75-79
*Smith St.	E. Prescott St. 34-36	Pershing St. 7-9
Snake Road	Now Powers Rd.	
*Snow Dr.	Concord Rd. 239-241	Turn-a-round
*Sought For Road	Dunstable Rd. 63-65	Long Sought For Pond
*So. Chelmsford Rd.	Littleton Rd. 122-124	Parkerville Rd., Chelms.
Spring Lane #	Tenney Road 36-36	Dead End
*Spruce Road #	Endmoor Road 9-11	Elm Road 406
*Steven Circle #	Mark Vincent Dr. 14-16	Turn-a-round
*Stony Brook Rd.	Main St. 158-160	Nutting Rd. 10-12
*Story St.	W. Prescott St. 6-8	Elm St. 10-14
*Stratten Hill Rd.	Sherwood Rd. 11-12	Polley Rd. 18-20
Sunset Rd.	Tenney Rd. 46-50	Dead End
*Sycamore Lane	Plain Rd. 68-70	Salem Rd. 15-16
*Tadmuck Lane	Fairview Dr. 7-9	Dana Dr. 6-8
*Tadmuck Road	Main St. 117-119	S. Chelms. Rd. 34-36
*Tallard Road	Concord Rd. 129-131	Concord Rd. 119-121
*Tenney Road	Keyes Road 75-79	Westford Rd., Tyngsboro



<u>STREET NAME</u>	<u>STARTS</u>	<u>ENDS</u>
*Texas Road	Carlisle Rd. 89-91	Dead End
*Third Street	Broadway St. 37-39	Fourth St. 5-7
*Timberlee Lane	Depot Rd. 116-118	Turn-a-round
*Torrington Lane	Woodbine Terr. 15-17	William Ave. 14-16
*Tower Road	Oak Hill Rd. 19-21	Dead End
*Town Farm Road	Forge Village Rd. & Pine St. & Abbot St.	E. Prescott St. 66-70
*Trails End Road	Wilson Lane 12-14	Dead End
*Tyngsboro Road	Groton Road 320-322	Swan Rd., Tyngsboro
*Vinton Place	Lowell Rd. 4-6	Depot St. 63-65
*Vose Rd.	S. Chelmsford Rd. 29-31	Griffin Rd. 58-62
*Wayne Road	Old Lowell Rd. 24-26	Turn-a-round
Webber Road	Beaver Brook Rd. 29-31	Dead End
*West St.	N. Main St. 95-99	Lowell Road, Groton
West St., Westford	Now Blaney St.	
*W. Prescott St.	E. Prescott & Pleasant St.	Forge Village Rd. Groton
*Wheeler Lane	Main St. 64-66	Dead End
White St.	Now Third St.	
*Williams Avenue	Plain Road 144-146	Right of Way
*Willow Road	Sycamore Lane 3-5	Pine St. 8-10
*Wilshire Ave.	Woodbine Terr. 9-11	Williams Ave. 10-12
*Wilson Lane	passes Byrne Av. 1-2	Dead End
*Winding Way	North Hill Rd. 3-5	Tyngsboro Rd. 68-70
*Wing Road	Keyes Road 81-83	Dead End
*Woodbine Terrace	Plain Rd. 120-122	Dead End
*Woodland Drive	Beaver Brook Rd. 52-54	Turn-a-round

STREET NAME  
\*Wright Lane

STARTS  
Hildreth St. 24-26

ENDS  
Dead End

\*York Ave.

Woodbine Terr. 3-7

Williams Ave. 6-8

PERSONNEL BY-LAWS  
FOR THE  
TOWN OF WESTFORD  
As Amended, July 1, 1977

Personnel Board  
Ellen S. Harde, Chairman  
Thomas F. Cullen  
James P. Driscoll  
John J. Kavanagh  
Richard Koester

AUTHORIZATION

Pursant to the authority contained in Section 108A and 108C of Chapter 41 of the General Laws to amend the By-Laws of the Town of Westford by adding thereto the following article adopting a plan classifying certain employees, except those appointed or employed by the School Committee, those offices filled by popular election and certain positions and incumbents of which render intermittent or casual service.

The effective date of this By-Law shall be January 1, 1970.

The By-Law establishes the Classification and Salary Plan and the necessary administration procedures. Any and all provisions in the Personnel By-Laws pertaining to wage and classification and personnel policy may be amended upon recommendation by the Personnel Board and by a majority vote at any annual or special town meeting.

There are five parts to the By-Laws:

- Section 1. The Personnel Board
- Section 2. The Personnel Policy
- Section 3. The Classification and Wage Plan
- Section 4. Fringe Benefits
- Section 5. Grievance Procedure
- Section 5a Definitions

Section 1. Personnel Board (hereinafter referred to as the Board)

(a) There shall be a Personnel Board consisting of five (5) members to be appointed by the Selectmen for terms of three (3) years each, except that one of the appointments to be made in the year 1976 shall be for a term of two (2) years. No elected officials, members of the Finance

Committee, members of any standing Board or Committee having charge of the expenditure of money, or employee of the Town shall be appointed to this Board. Members shall be residents of the Town and shall serve without compensation. In making the appointments, the Board of Selectmen shall take into consideration the personal qualifications of those citizens who will best meet the responsibility of the Board to represent both the employees and the taxpayers. If possible the makeup of the Board shall consist of members, preferably professionally qualified, who are familiar with the principles and experienced in the methods and practices of labor relations and personnel administration.

When said Board is first established, one of the members shall be appointed by the Selectmen for a term of one year, one of the members shall be appointed by the Selectmen for a term of two years, one of the members shall be appointed by the Selectmen for a term of three years, one of the members shall be elected by said employees for a term of two years, one of the members shall be elected by said employees for a term of three years; and their successors shall be appointed or elected, as the case may be, for terms of three years each.

If any members of the Personnel Board shall resign or otherwise vacate his office before the expiration of his term, his successor shall be appointed, as provided above, to serve the balance of the unexpired term. Each member of the Board shall serve until his successor has qualified.

(b) Forthwith annually, the Board shall meet and organize by electing a Chairman and Clerk. A majority of the Board shall constitute a quorum for the transaction of business. A majority vote of the quorum and/or Board shall determine the action the Board must take on all matters upon which it is authorized or required to pass under the By-Law. The Personnel Board may employ assistance and incur expenses as it deems necessary subject to appropriation of funds therefore.

The Personnel Board shall meet at such time as it shall determine in its rules for the transaction of business under this By-Law; and the Board may hold such special meetings as may be called by the Chairman or by vote of a quorum of the Board.

(c) A Personnel record of all town employees shall be kept by the Town Accountant in his/her office. Said record shall contain all the vital statistics and other



pertinent data of each and every person employed by the Town. It shall be the duty of each Department Head and employee to furnish to the Town Accountant forthwith all data needed for the completion of this record, and such personnel records and reports as the Personnel Board may require.

Each department head shall submit to the Town Accountant on Monday of each week, in such form as the Personnel Board shall prescribe a report of all employees of the department absent from duty during the calendar week immediately preceding specifying in each case whether the employee was absent on vacation leave, on leave of absence, on occupational sick leave, on non-occupational sick leave, on bereavement leave, on court leave, or on military leave, or specifying the nature of his absence if it was not for one of the foregoing reasons.

(d) For identification purposes the Personnel Board shall maintain written job descriptions of the jobs or positions in the classification schedule of the plan each consisting of a statement describing the essential nature of the work, characteristics of the position that distinguish the position from other positions.

(e) Except as otherwise provided by law, the Personnel Board shall have access to all facts, figures, records and other information relating to the personnel of town departments other than the school department and the same shall be furnished within three days by any such Department whenever so requested by the Board in such form as said Board may require.

(f) The Personnel Board shall file an annual report of its activities and recommendations with the Board of Selectmen not later than the 15th of March in each year.

## Section 2. THE PERSONNEL POLICY

(a) All employees shall be paid as provided in the salary plan and no board, or head of a department shall fix the salary of any employee in a position except in accordance with such plan.

(b) All open positions, part-time and full-time, for employment in the Town shall not be filled until they have been posted for seven full days on the public bulletin board at the Town Hall except those positions filled on an emergency basis.

(c) No person shall be appointed, employed or paid as an employee except on an emergency basis, in any position subject to the provisions of the plan under any title other than those of the classification schedule.

(d) Except for those positions on a flat rate basis, promotions from minimum to maximum salaries shall be successive steps annually but shall not be mandatory. Individual advancement shall be on merit, not necessarily on length of service, and shall be made only on the recommendation of the responsible Department Head.

(e) In computing length of service for step increases for a new employee, credit shall be given for prior service as a temporary employee without interruption of service.

(f) The hiring rate shall be the minimum of the rate range of the job for which the new employee is hired, unless otherwise authorized by the Personnel Board.

(g) Each Department Head subject to this plan shall include in his estimated budget prepared for the Finance Committee a pay adjustment section setting forth in detail the amounts which will be required for anticipated pay adjustments during the ensuing year and shall furnish a copy thereof to the Personnel Board.

(h) Civil Service-Nothing in this Personnel By-Law shall be construed to conflict with Chapter 31 of the General Laws.

(i) Each Department Head may, if conditions warrant, employ persons on an emergency basis, for a period not to exceed three (3) calendar weeks without prior approval of the Personnel Board.

(j) Physical Examination. Every person hereinafter employed by the Town subject to this By-Law shall successfully complete a physical examination unless such requirement is waived by the Board. The examining physician shall be appointed by the Board and shall render a sealed report of his findings to the Personnel Board for safe keeping.

(k) Non-Discrimination. All applicants for positions in the Town of Westford shall not be discriminated against because of race, color, religion, sex, or national origin, and the foregoing prohibition shall apply to and include but not limited to the following: employment, upgrading,

demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other form of compensation and selection for training, including apprenticeship.

Section 3. THE CLASSIFICATION AND WAGE PLAN (effective July 1, 1977)

The classification and wage plan establishing the occupational categories, the wage rates, and the present hourly rates. Any employee subject to this by-law during Fiscal Year 1976-77 shall, beginning July 1, 1977 be paid at the wage rate and within the occupational category as he was paid on April 1, 1977 unless otherwise authorized by the Personnel Board.

All step increases and classification changes after July 1, 1977 shall not take effect until approved by the Personnel Board.

	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>
Clerk	2.82	2.90	3.02	3.17
Clerk typist	3.24	3.33	3.47	3.64
Board Secretary	3.24	3.33	3.47	3.64
Principal Clerk	3.71	3.82	3.98	4.17
Head Clerk	4.26	4.39	4.56	4.79
Senior Clerk	4.89	5.03	5.23	5.49
Office Manager	4.36	4.49	4.67	4.90
Town Acct./Bookkeeper	Min. 7,605 - Max. 11,000			
Community Center Director (set by Com. Center Comm.)	Min. 9,984 - Max. 12,500			
Executive Secretary (per yr. set by Select.)	Min. 8,877 - Max. 10,791			
Cemetery Laborer	2.43	2.50	2.67	2.86
Cemetery Maint. Man	2.84	2.93	3.13	3.35
Cemetery foreman	3.27	3.46	3.60	3.85
Water Systems Maint. Man	4.16	4.28	4.62	4.90
Working Foreman-Water	4.55	4.69	5.02	5.36
Water Superintendent	13,817	14,370	14,945	16,078
Highway Superintendent	14,193	14,787	15,460	16,078
Sprayer Operator(licensed)	4.33 flat rate			
Building Custodian	2.53	2.85	3.16	3.31
Town Hall Custodian (per yr. set by Select.)	Min. 3,346 - Max. 4,003			
Call Fire Fighter	4.18 flat rate			
Call Fire Lt.	4.28 flat rate			
Call Fire Capt.	4.35 flat rate			
Deputy Call Fire Chief	4.52 flat rate			
Fire Chief (per yr)	13,817	14,370	14,945	15,692
Fire Alarm Operator/Clerk (per yr)	6,402			



Police Officer, Special	4.03 flat rate			
Traffic Supervisor	4.03 flat rate			
Dispatcher, 1st shift	3.04	3.19	3.36	3.49
Dispatcher, 2nd shift	3.39	3.49	3.63	3.81
Dispatcher, 3rd shift	3.68	3.80	3.98	4.14
Police Clerk	4.09	4.21	4.38	4.60
Administrative Clerk	4.64	4.78	4.97	5.21
Records Supervisor	4.32	4.45	4.63	4.86
Police Chief (per yr, except as otherwise set by special or General Laws)	13,454	14,787	15,460	16,078
Dog Officer (per yr)	9,293			
Library Asst. III	3.00	3.15	3.31	3.48
Library Asst. II	3.65	3.83	4.02	4.22
Library Asst. I	4.43	4.65	4.88	5.12
Library Director	Min. 12,000 - Max. 15,000			
Social Worker/Town Aide	3.95 flat rate			

#### Section 4. Fringe Benefits

A. VACATION PROVISIONS: Vacation leave shall be granted to permanent employees subject to the following provisions:

- (a) Vacation time for town employees,
 

As of June 30th - 6 months service	5 days
As of June 30th - 1 year service	10 days
As of June 30th - 5 years service	15 days
As of June 30th - 15 years service	20 days

In computing earned vacation leave, credit shall be given for all the temporary service with the town prior to the date of initial permanent appointment provided that such service was continuous and uninterrupted up to the date of permanent employment.

(b) Vacation leave with pay shall not be granted to temporary employees, but leave without pay may be granted at the discretion of the responsible department head.

(c) Vacations shall be granted by the Department Heads at such times as, in their opinion, will cause the least interference with the performance of the regular work of their departments. Vacations must be taken in the year in which they are due and shall not accumulate from year to year. Employees shall give at least four weeks notice of desired vacation time.

(d) In the event of termination of employment which



is caused through no fault of the employee, provided the employee has been in the continuous full-time service of the town for at least one year; or by reason of retirement, military service or death, the employee shall be paid, or entitled to time off with pay, for any accrued vacation leave.

(e) Department Heads shall identify all pay for vacation on the payroll in which such pay occurs. The rate of pay for vacation periods, shall be the employee's total wages excluding sick pay and overtime pay for the preceding year, or portion thereof, divided by the actual number of weeks worked.

(f) An employee shall be granted an additional day of vacation if while on vacation leave a designated holiday occurs on, or is legally observed on a day of the employees regular scheduled work week.

(g) Holiday Pay: Permanent Town employees shall be paid one day at regular straight-time pay for all designated holidays listed below. When these employees are scheduled to work or are called into work on a designated holiday they shall receive time and one half for the hours worked in addition to the holiday pay.

(h) In order to qualify for holiday credit a permanent Town employee shall have worked on the last regularly scheduled work day prior to, and the next regularly scheduled work day following such holiday.

Designated holidays shall be:

January 1  
Martin Luther King Day, Jan. 15  
Third Monday of February  
Third Monday of April  
Last Monday of May  
July 4  
First Monday of September  
Second Monday of October  
Fourth Monday of October  
Fourth Thursday of November  
Christmas Day, December 25

When an authorized holiday falls on a Saturday, the employee will receive the preceding Friday off. When an authorized holiday falls on a Sunday, the employee will receive the following Monday off.

B. SICK LEAVE:

(a) Occupational: Except as otherwise provided by any special or general laws, each Town employee who sustains injury or illness arising out of his employment in the Town service, shall be entitled to receive his full pay for the period of his incapacity up to 26 weeks, less those benefits payable by Workman's Compensation Insurance or other insurance plans paid for in whole or part by the town. If such period exceeds 30 days, continued payment beyond such period shall be subject to approval by the Personnel Board, which may require periodic written testimony supporting the claim of continued incapacity as a condition precedent to its approval. All permanent Town employees shall not have sick leave deducted while absent because of an Occupational injury. All permanent Town employees shall not accrue sick leave or vacation leave for the period of their incapacitance while on Occupational sick leave.

(b) Non-occupational: Every permanent employee subject to the Classification and Compensation Plans shall be allowed sick leave with pay for a period of up to 12 days during each calendar year, provided said leave is caused by sickness or injury, exposure to contagious disease, or on account of serious sickness of members of the employee's immediate family. Sick leave shall commence on the day notification of the illness is given by the employee, his family, or his physician. Failure to notify the Department Head promptly of illness will result in employee being charged with unauthorized leave.

(c) Death Benefit: Payment as Sick Leave shall be made to permanent employees for up to three (3) work days for the death of a member of the immediate family, defined as: Father, Mother, Husband, Wife, Son, Daughter, Sister, Brother, Mother-in-law, or Father-in-law.

(d) Sick leave allowed under the provisions of the preceding paragraphs shall be cumulative at the rate of one day per month and sick leave so accumulated may be carried over from year to year; provided, however, that not more than ninety (90) days of accumulated sick leave shall be paid to any employee whose employment is terminated by resignation or retirement.

(e) When absence by reason of sickness or injury is for a period of more than 3 days, the Department Head shall require said permanent employee to file a certificate of disability, signed by a regularly licensed and practicing physician, before the employee shall be entitled to compensation

as herein provided. The Department Head may, however, require the aforementioned certificate for any period less than three days if he deems it to be in the interests of the department.

(f) Permanent part-time employees whose hours of work follow a regular schedule will be allowed that portion of sick leave credit as their actual part-time service bears to full-time service.

C. OVERTIME:

(a) Overtime shall not be paid to Department Heads.

(b) Overtime payments: Those employees who are included within the provisions of General Laws, Chapter 149, Section 33B shall be paid overtime pay at the rate of time and one half for service performed in excess of the regular scheduled work day, or work week. with the exception of the Library Department, or as otherwise provided in Section 3, the normal work week will be 40 hours in the Labor Division and 37½ hours in the Administrative Division. The Fire Department personnel shall be paid straight time.

(c) All part-time employees shall receive straight time compensation for all overtime work.

(d) Call Back in Emergency: An employee who has completed his normal work day and who is thereafter recalled by supervision prior to next scheduled work day shall receive a minimum of four hours pay for such authorized call back.

D. UNIFORM ALLOWANCE: An allowance for uniforms shall be extended to the members of the permanent Water Department at One Hundred Dollars (\$100.00) per annum. Appropriations shall be under the control of the Department Head who shall make all expenditures and keep appropriate records of the same.

E. JURY DUTY: While on jury duty a permanent employee shall receive amount equal to the difference between his normal compensation and the amount excluding travel allowance received from the court.

F. MILITARY LEAVE:

(a) Permanent employees of the Town who attend State or Federal Reserve Military training duty shall be paid any difference in compensation between that paid or payable in a normal working period of up to two weeks in their Town employment and the total compensation between that paid or



payable in a normal working period of up to two weeks in their regular Town employment and the total compensation (excluding travel allowances) of the military duty. Such payment shall be limited to a period not to exceed two weeks in any calendar year and shall not include payment to members of the National Guard who may be mobilized during an emergency.

(b) A military leave of absence without pay shall be granted to any Town employee called to active duty with the State or Federal armed forces for purposes other than the routine annual tour of duty for training purposes, and seniority rights shall not be affected while this leave of absence is in effect.

G. INSURANCE: The hospital and sickness plan as provided by the Town since 1963 remains in effect.

H. LONGEVITY: In recognition for continuous full-time employment, these employees entitled to vacation leave shall be granted an annual payment as follows:

Upon completion of 5 years of service -----	\$200.00
Upon completion of 10 years of service -----	\$300.00
Upon completion of 15 years of service -----	\$400.00

The foregoing sums are fixed and not subject to percentage increases. Permanent part-time employees whose hours of work follow a regular schedule will be allowed that portion of annual longevity payments as their actual part-time services bears to full-time, to be calculated by multiplying hours worked per week times weeks worked per year.

## SECTION 5. GRIEVANCE PROCEDURE

(a) There shall be a grievance procedure available to those employees of the Town whose rights under the classification plan have, in their opinion, been prejudiced in any way and covering all other grievances except those that would properly be under the jurisdiction of the Civil Service Commission or other duly established appeal board. As used in this Section, the work "Grievance" shall be construed to mean dispute between an employee and his supervisor or supervisors.

(b) Step 1. The employee shall take up his grievance orally with his immediate supervisor who shall reach a decision and communicate it orally to the employee within three (3) working days.



Step 2. If the grievance is not settled at Step 1, the employee shall within five (5) working days present his grievance in writing to his supervisor who shall forward it to the Department Head who shall hold a hearing within five (5) working days if required. At this hearing there shall be present the employee and one representative if he requests it, his supervisor, the Department Head and the Chairman of the Personnel Relation Review Board.

Step 3. If the grievance is not settled at Step 2, all records and facts in the case shall be referred to the Personnel Relations Review Board for adjudication. Those present at Step 2 shall appear at this hearing. Within twenty (20) working days of the hearing, which shall be the next regular meeting of the Board except in cases of emergency, the employee shall be notified in writing through the Department Head as to the decision of the Board which will be final.

(c) Personnel Board to Administer: The Personnel Board of the Town shall constitute the Personnel Relations Review Board of the Town, and in that connection shall have the powers and duties, and perform the functions, assigned to such Personnel Relations Review Boards by Section 21 B of Chapter 40 of the General Laws; and said Board shall, in the performance of its duties as Personnel Relations Review Board, be subject to the limitations imposed by said Section 21 B and by the By-Laws of the Town.

When sitting as a Personnel Relations Review Board, the Personnel Board shall keep a separate record of its proceedings, which shall not be open to public inspection except as may otherwise be required by State Law.

(d) The Personnel Relations Review Board may employ such clerical and other assistance, and make such expenditures as it deems necessary, subject to appropriation thereof. The Board shall make an annual report to the Town, and shall keep records of its proceedings; but such records shall not be open to public inspection except as may otherwise be required by State Law. It shall not have jurisdiction over any matters belonging in the jurisdiction of the Personnel Board.

#### REPEAL AND AMENDMENT OF THIS BY-LAW

This By-Law may be altered, repealed, or amended at any Annual Town Meeting or any other Town Meeting specially called

for the purpose, an article, or articles for such purposes having been inserted in the warrant for such meeting.

#### SEPARABILITY PROVISION

In the event that any provision of this By-Law, or application thereof, shall be held to be invalid by the proper authorities, this shall not be construed to affect the validity of any other provision, or application thereof, of this By-Law.

#### Section 5a. DEFINITIONS

As used in this By-Law, the following words and phrases shall have the following meanings unless a different construction is clearly required by the context or by the laws of the Commonwealth:

Civil Service Law - Chapter 31 of the General Laws of the Commonwealth, as amended and all rules and regulations made thereunder; and any special law enacted by the General Court regulating the classification, compensation and conditions of employment of officers and employees of the Town under Chapter 31.

Continuous Employment - Employment uninterrupted except for required military service and for authorized vacation, sick leave, bereavement leave, court leave, or other leave of absense.

Department - Any department, board, committee, commission or other agency of the Town subject to this By-Law.

Department Head - The officer, board, or other body having immediate supervision and control of a department; in the instance of a department serving under the supervision and control of the Selectmen, the officer, board or other body immediately responsible to the Board of Selectmen for the administration of the department.

Emergency Employment - Employment made for a specified time without regulation, or without the prior approval of the Personnel Board, to cover an unforeseen emergency.

Emergency Employee - An employee retained on emergency employment to serve for a period not exceeding three calendar weeks.

Full-time Employment - Employment for not less than seven hours per day for five days a week for fifty-two weeks per annum, minus legal holidays and authorized military leave, vacation leave, bereavement leave, court leave, sick leave, and leave of absence.

Full-time Employee - An employee retained on full-time employment.

Holiday - The Lord-s Day and all days on which legal holidays are observed provided that the phrase "holiday" shall not include the Lord's Day for the purpose of holiday pay.

Overtime - Time in excess of the normal number of hours or days of working time in the work week of the department.

Part-time Employment - Employment for less than full-time employment as defined above.

Permanent Position - Any position in the Town services which has required or which is likely to require the services of an incumbent without interruption for a period of more than six calendar months, either on full-time or part-time employment basis.

Permanent Employee - Any employee retained on a continuing basis in a permanent position as defined above.

Temporary Position - Any position in the Town which is not permanent, but which requires or is likely to require the services of one incumbent for a period not exceeding six calendar months.

Temporary Employee - An employee retained in a temporary position as defined above.



A GUIDE TO TOWN MEETING IN WESTFORD  
Prepared by the League of Women Voters

TOWN MEETING IN WESTFORD

OPEN  
TOWN  
MEETING

In open Town Meetings, the registered voters discuss and decide the course of government. Annual sessions are held the Saturday after the first Tuesday in May. Subsequent special Meetings are held as may be necessary throughout the year. Registered voters may speak and vote; non-registered citizens are welcome as observers.

Publicized hearings are held by the Finance Committee and other boards to offer voters an opportunity to prepare for Town Meeting discussion.

THE  
WARRANT

The warrant for Annual Town Meeting contains two parts; 1) Election Day information and 2) Articles, including the budget, to be considered at the business session. Annual Town Meeting warrants are prepared by the Selectmen and Finance Committee and mailed to the voters with the Finance Committee's recommendations in advance of the meeting. Notice of a Special Town Meeting is given by a copy of the warrant being posted at the Town Hall and at each Post Office in Westford at least 7 days before the Meeting.

Articles are taken up in the order in which they appear in the warrant. However, in special cases an article may be taken up out of order if a majority vote is obtained.

QUORUM

No quorum is needed for Annual Town Meeting.

A quorum of two per cent of the registered voters is required for the transaction of business at a Special Town Meeting. However,



a number less than a quorum may adjourn any such meeting.

PERMISSION TO SPEAK	Any voter wishing to speak may rise, say "Mr. Moderator," and wait for recognition. Then, standing at a microphone, he should give his name. He may continue as long as he speaks directly to the question under discussion and maintains acceptable conduct.
AMEND- MENTS	Not more than two amendments to any motion may be pending at any one time. According to Westford by-laws, "a motion and amendments to a motion shall be voted on in inverse order; provided that when two amounts of money have been presented for appropriation by motion and amendment thereto the largest amount shall be voted upon first. All amendments shall be presented in writing if requested by the Moderator."
ACTION ON THE MOTIONS	All articles appearing in the warrant must be acted upon before the Meeting can adjourn. Usually articles are enacted or rejected with or without amendments, after debate.
WITHDRAW OR DISMISS A MOTION	It is possible that an article's sponsor may move to "withdraw the motion." This motion requires a majority vote and is usually made because new or additional information is obtained after the preparation of the warrant indicating that action upon the motion could be unwise or illegal.
LAY IT ON THE TABLE	If, after an article has been moved, seconded and debate begun, someone has sufficient reason to postpone the final vote, he may move to "lay it on the table." A simple majority vote places it "on the table; as well as taking it back to the floor for final action.

LIMITS  
ON  
DEBATE

There are no prescribed limits to debate except common sense. The Moderator may at his discretion ask a speaker to terminate his remarks if he is straying from the subject or talking at unnecessary length.

PREVIOUS  
QUESTION

Debate may also be terminated by two-thirds of those voting. A voter rises, is recognized and says, "Mr. Moderator, I move the previous question." If this motion is seconded and voted by a two-thirds majority, the article under discussion is immediately put to a vote.

VOTING

Most articles are decided by a majority vote unless a larger vote is required by statute or by-law. Voting may be by voice or show of hands and the outcome determined by the Moderator. His decision may be challenged by 7 voters; tellers then make an official count.

Two-thirds votes are required for amendments to zoning by-laws, taking of land by eminent domain and bond issues. These votes are counted by tellers unless they are unanimous.

Secret balloting takes place occasionally, if requested by any twenty voters attending the meeting. (Westford by-law, Art. 1, s.9).

RECONSID-  
ERATION

An article may be taken up again after it has been accepted or defeated if a majority of the voters assent to a motion for reconsideration. The Town's by-laws permit an article to be reconsidered at an adjourned session only if there is an affirmative vote of two-thirds of the assembled voters. In both cases, the motion for reconsideration must be made by a person who voted on the prevailing side of the original vote.

WHO MAY ADDRESS THE MEETING	At any Town Meeting held for the transaction of Town business, no person whose name is not on the list of voters is permitted to address the meeting or is admitted to the floor of the Hall unless invited by a two-thirds vote of the meeting assembled.
RESOLU- TIONS	The Meeting may wish to give direction to a board without binding effect or indicate the desire of the Town in a matter not subject to direct action by the Town Meeting. It may also wish to express thanks or offer other courtesies. Such expressions may be made in the form of resolutions.
PARLIA- MENTARY QUESTION	A voter can interrupt the speaker with a "parliamentary question" to obtain information from the Moderator on parliamentary rule, or what procedures are permissible. No vote is taken. The question must be relevant to pending business.
POINT OF ORDER	A voter knowing the rules can raise a "point or order" indicating he feels something is wrong. He asks this of the Moderator to obtain a decision on a matter of parliamentary rule, e.g. whether an amendment is germane to the motion, or whether a motion is in order. The Moderator may 1) make the decision himself with no debate, or 2) put the question as a motion which may be debatable.
ADJOURN- MENT	When all business in the warrant has been completed, the Moderator says, "A motion for adjournment is now in order," followed by the motion, the second and the vote.

1. The MODERATOR, elected for a 3 year term, presides at the Meeting. The proceedings are governed by the rules of practice contained in Robert's Rules of Order (1951 Ed.) except as modified by law or by the By-laws.
2. The TOWN CLERK, elected for a 3 year term, keeps the official record of all proceedings at the Meeting and notifies those affected by its actions.
3. The SELECTMEN, elected for overlapping 3 year terms, prepare the warrant and have the responsibility of carrying out the decision of the Town Meeting.
4. The TOWN COUNSEL, appointed by the Selectmen, is present to advise on legal matters.
5. The FINANCE COMMITTEE, appointed by the Moderator for overlapping 3 year terms, makes recommendations to the Meeting after consideration of any or all municipal matters.
6. The TELLERS, appointed and paid by the Registrars sign in voters and count votes.
7. Other committees or boards may occupy front tables if they are involved in actively sponsoring a major article or program.



## NASHOBA VALLEY TECHNICAL HIGH SCHOOL

1977 was another year of productivity and progress, and students were involved in many programs throughout the district. In this year we again built a house for a district citizen, and this time it was in the town of Westford. Next years project will be built in the Town of Littleton. The customers are selected at a drawing during one of the School Committee meetings after adequate advertising and application.

The restoration work at Westford Academy was continued this year. The Academy, when finished, will be a museum for the town of Westford.

During the year much work was done to prepare specifications and plans for consolidating the programs at the main building. This would have brought students from rented quarters on Power Road, and a ranch house building on the school grounds into the main buiding. The original building was designed for 450 students, and through the effect of federal funding over the years we were able to broaden our course offerings, which resulted in an enrollment of more than 650 students. The additional students necessitated the use of rented quarters and ranch as mentioned above. Because of foresight on the part of the original school planners, the school has core facilities to accommoate an addition for the consolidation at a minimal cost. The package was finalized at \$1,100.00 with a proposed one million dollar bond issue. The towns of Groton, Littleton and Westford approved the bond issue, but the town of Chelmsford rejected it, which means we have to go through the process of notifying the towns of the proposed indebtedness. The breakdown of the \$1,100,000 is as follows:

\$ 946,000	Construction
53,000	Architectural Fee
50,000	Equipment
<u>51,000</u>	Contingency
\$1,100,000	

One of the new programs offered at the Tech this year was the "Bridge Program" for Special Needs students. This is a program where students with Special Needs are given their classroom work at their home schools, and then bussed to the Tech for skill training in a variety of shops. The program runs at the Tech from 3 p.m. to 5p.m. daily, and the programs this year are Auto Body, Carpentry, Painting & Decorating, Culinary Arts, and Machine Shop. Last year we introduced a summer program to acquaint

7 th an 8 th graders with the type of programs available at the Tech, and because of it's success, this program was again conducted this year. It was offered for the month of July from 8 a.m. to 12 noon. The following programs were available to these youngsters:

Auto Body	Machine
Automotive	Metal Fab
Drafting	Mill & House Carpentry
Electronics	Painting & Decorating
Graphic Communications Arts	Plumbing & Heating

We again conducted the summer academic program for high school students of the four towns, and students of the Tech, primarily for make-up work, in the subjects of English, Social Studes, U.S. History, and Physcial Education.

The Adult Education Program continues to be very popular with district citizens, and this past year, as previously, was conducted from Monday through Thursday evening from 7 to 10 p.m., from October through April. The following courses were attended by district citizens:

Antique Auto Body	High School Equivalency
Auto Body	Home Painting & Decorating
Automotive Maintenance	Home Renovation & Decorating
Automotive, Women	Machine
Bookkeeping, Introductory	Ornamental Sheet Metal
Commercial Art	O.S.H.S.
Creative Crewel	Physical Education, Men
Data Processing	Physical Education, Women
Drafting	Photography, Introductory,
Electrical Code & Theory	Advanced, & Darkroom
Electrical Wiring	Plumbing Code & Theory
Electronics	Plumbing, Introductory
Fencing	School Bus Driving
Floral Design	Small Gas Engine
Gourmet Cooking	Typing
Graphic Arts	Welding
Health Assistant Aid	Woodworking

The day programs remain the same and they are as follows:

Auto Body	Graphic Arts
Automotive	Health
Commercial Art	Machine
Culinary Arts	Metal Fab
Data Processing	Mill & House Carpentry
Drafting	Painting & Decorating

Electrical  
Electronics

Plumbing & Heating

The number of graduates in the class of 1977 were 148, and they represented the towns as follows:

69	Chelmsford
17	Groton
12	Littleton
48	Westford
2	students were tuition students

The placement of students in their trade and jobs were 88%.

The Committee Members representing the district during this year were:

Stratos Dukakis, Chairman	Chelmsford
Augustine Kish, Vice-Chairman	Littleton
Jay Knox, Secretary	Chelmsford
Randolph Brumagim	Chelmsford
Louis Kelly	Chelmsford
Douglas Cox	Littleton
Jane Barry	Groton
Jordan Waugh	Groton
Charlotte Scott	Westford
Thomas Thorstensen	Westford

The Superintendent-Director of the school was Mr. Thomas Lafionatis of Westford, District Treasurer was Thomas St. Germain of Chelmsford, and District Counsel was Charles Zaroulis from Chelmsford.

Submitted by the Nashoba Valley Technical High School District.

*Annual Report*  
OF THE  
*School Committee*  
OF THE  
TOWN OF WESTFORD



*For the Year Ending December 31*

1977



ORGANIZATION - SCHOOL COMMITTEE

Mary L. Caless, Chairperson	692-8642	Term expires 1979
Bette R. Hook, Vice Chairperson	692-8335	Term expires 1979
Hajo W. Koester, Secretary	692-2513	Term expires 1980
Donald F. Bradanese	692-2519	Term expires 1979
Douglas R. Keele	692-7288	Term expires 1978
Mary H. Trubey	692-8355	Term expires 1978
Robert M. Welch	692-8649	Term expires 1980

OFFICE OF SUPERINTENDENT OF SCHOOLS

35 TOWN FARM ROAD

Lloyd G. Blanchard, Superintendent	Telephone 692-4783
John A. Crisafulli, Assistant Superintendent	
Doris S. Santaguida, Operations Assistant	

Bari Barber, Business Secretary-Machine Operator & Statistics

Vera Bettencourt, Executive Secretary-Superintendent & School  
Committee

Blanche Crocker, Business Secretary-Payroll & Accounts Payable

Jan McCarthy, Receptionist, Secretary-Assistant Superintendent

Rita Tousignant, Financial Secretary, Personnel, Accounts Payable

Kenneth A. Sargent, Special Education Administrator Telephone 692-2378

Jane Coleman, Psychiatric Social Worker

John MacLean, Psychologist

Dawn Brine, Speech Pathologist

Catherine Pawliczek, Speech Pathologist

Patricia Weinberg, Speech Pathologist

Laura Male, Title I Director

Joan Chipchak, Secretary

Concetta Lynch, Secretary

SCHOOL TELEPHONES

Westford Academy	692-2551	North Middle School	692-6391
Music Dept.	692-2611	Frost School	692-4051
Athletic Dept.	692-2411	Cameron School	692-6542
Guidance	692-2334	Sargent School	692-6553
Abbot Middle School	692-2587	Nabnasset School	692-4777
		Robinson School	692-2541

SCHOOL PHYSICIAN

Dr. David Watson, 18 Littleton Road, Westford	692-3161
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SCHOOL NURSES

Margaret Sudak, R.N.	Office: North Middle School	692-8431
Barbara Brewer, R.N.	Office: Westford Academy	692-2334
Anne McCusker, R.N.	Office: Abbot Middle School	692-3200

TO THE CITIZENS OF THE TOWN OF WESTFORD, your School Committee respectfully submits its report for the year ending 12/31/77.

#### SCHOOL HOURS 1977-78

Westford Academy	Grades 9-12	7:45 A.M. to 2:30 P.M.
Middle Schools	Grades 6-8	8:45 A.M. to 3:00 P.M.
Elementary Schools	Grades 1-5	8:15 A.M. to 2:00 P.M.

#### SCHOOL VISITS

You are welcome in your schools to talk with the school principal and staff whether or not you have children in the schools. However, you are urged 1) to check in with the principal before visiting a class, and 2) to make an appointment if you wish to discuss your child's progress with teacher. Otherwise, the class is interrupted and valuable learning time is lost.

#### SCHOOL ADMISSION

Children are eligible for enrollment in kindergarten in September of the calendar year in which they attain the age of five years; in grade 1 in September of the calendar year in which they attain the age of six years. Birth certificate and evidence of successful vaccination are necessary for registration of any child new in Westford. Those transferring from other schools should present transfer cards.

#### SCHOOL COMMITTEE MEETINGS

The School Committee meets in regular session the second and fourth Monday of each month at 7:30 P.M. There are also special meetings called from time to time, especially during budget season. Meetings are posted at the Town Hall. Public is encouraged to attend.

#### SCHOOL CALENDAR 1977-78

Fall Term	September 7 - December 23
Winter Term	January 3 - February 17
Spring Term	February 27 - April 14
Summer Term	April 24 - June 19
Total School Days - 180	

#### Days Omitted:

Columbus Day	October 10
Veterans Day	November 11
Thanksgiving Recess	November 23 - November 28
Martin Luther King Day	January 16
Good Friday	March 24
Memorial Day	May 29

## REMARKS:

It is the policy of the School Department to keep schools in session on all days during which it is safe for buses to be operated. The widely varying conditions in the several parts of Westford make it difficult to reach decisions equally fair to all.

ON DAYS WHEN THE WEATHER CONDITION IS QUESTIONABLE, PARENTS ARE URGED TO EXERCISE THEIR OWN JUDGMENT AS TO THE WISDOM OF SENDING THEIR CHILDREN TO SCHOOL.

## PREFACE

Here follows the report for the 1976-77 school year with some carry-over fiscal and statistical information through December 1977, as prepared by staff and edited by the School Committee.

The enrollment decline which was felt for the first time in Westford in the fall of 1976 became more marked in September 1977 with a further drop of 90 pupils, compared with the decrease of 35 the year before. Long range projections indicate probable continued decline, at least into the early 1980's. As Westford was one of the last communities in the area to experience decreasing enrollments, we should be in a position to benefit from the experiences of our neighbors in coping with decline. But unfortunately the reality of enrollment decrease and its significance to the school organization has not yet been accepted locally. A recent survey of major local educational issues found enrollment decline near the end of the list in terms of community concern. As we move into budget planning for 1978-79 and beyond, organization and staffing must assume a position of major importance in fiscal deliberations.

The preface to the Budget First Draft for 1978-79 urged that the plan for coping with declining enrollments be identified and that staff be organized year by year according to this long range plan. If enrollments were to decrease by 500 pupils before stabilizing, and thereafter slowly increase, how should our schools be organized for this low point in enrollments? The plan should allow for an orderly and economical consolidation of pupils, and for an orderly and economical recovery if and when the enrollment turn-around occurs. In the past two years we have lost 125 pupils. By 1982 enrollments K-12 could stand at 3200. Do we point towards the closing of our three small elementary schools, one of our larger elementary schools, one of our middle schools, one of the high school houses? No matter what plan is adopted, the impact will be felt very personally by those pupils, staff and parents directly affected. This past spring the school committee launched a feasibility study on the closing of the Frost School, and the presentation attracted a large and interested



audience. It seems likely that any plan aired for serious school committee consideration and decision will generate strong opposition. But a hard decision must be made in the near future, and the more community involvement in the research, the more readily might the ultimate plan be accepted.

Declining enrollments have had no impact on the volume of state and federal regulations and reports. Demands steadily increase for both school and town government. Computerization of school bookkeeping is long overdue. New legislation, specifically Chap. 766 special education, Chap. 785 pupil records and PL 94-566, the new Federal Unemployment Law require the completion of forms which assume a computerized records system, and violation of these laws are costly, whether intentional or unintentional. Our new state reporting forms are specifically organized for computerized records keeping.

A Town Committee is studying townwide data collection, analysis and retrieval to determine the best plan to meet the increasing demands. Various contracts have already been let by the schools and by town departments. The consolidation of computer services seems a logical and economical step, if such a consolidation can provide the great variety of services now required. An early decision is urged before too great a variety of contracts are let, or equipment purchased, or additional clerks are hired to cope with the increasing demands.

### POLICY

Policy is the first item of old business on each school committee agenda. This past year school organization was reviewed and a revised administrative organizational table adopted. Policies and guidelines were also adopted in the following areas: Sale and disposal of books, equipment and supplies; student assignment to teachers and classes; student organizations; non discrimination including formal grievance procedure to be followed in case of a claim; police questioning and apprehension of students; school calendar including graduation the first Friday in June; interscholastic athletics and clubs including championship awards; textbook and workbook selections; and many policies concerning staff employment, supervision, duties and rights. Current focus is on the review and completion of the personnel section of the policy book which was formally adopted August 25, 1975.

### SPECIAL STUDY COMMITTEES

Special Study Committees were appointed by the school committee chairman to research and to report to the school committee on issues of immediate and long range significance. In the fall of 1976 committees were active in researching school needs, report card, and open enrollment. Membership consisted entirely of local residents with

administrators serving as resource staff. Each committee completed its investigation, and the subsequent reports were publicized and acted upon in formal school committee meeting. The School Needs Committee prepared a very ambitious survey of the community through random sample, the results were published as was school committee follow up action: The Reading Program will be reviewed in 1977-78 as part of the Language Arts Curriculum Study; a sub committee on School Organization has been organized whose study will include grade 5 placement; evening parent-teacher conferences were provided at middle and high school levels and are under study at the elementary school level as part of the implementation of the new report card; our special education administrator has made a great effort to provide immediate parent notification if a child appears in need of special testing; sex, drug and alcohol education is under current study as part of the health curriculum study; consumer education courses are being offered at the high school; reasonable class size is being maintained at the high school through the cancellation of under-subscribed electives, and each secondary school child is seeing his counselor at least once a year and provision is under study for twice a year conferences.

The Report Card Committee recommended a revised elementary report card which was adopted by the school committee and is currently in use. Parent-teacher conferences are a basic communications element of the new pupil reporting system, and, as cited above, evening conferences are under study for those parents who are unable to attend a school day conference.

An Open Enrollment Policy was adopted, as noted in the new policy section of this report. A necessary restriction to open enrollment is that it can be authorized only where space exists. Any further reorganization to maintain efficient operation in the face of declining enrollments will of course have an impact on this policy.

Special study committees were again appointed by the chairman of the school committee in the fall of 1977 to research and to report in several areas of immediate or long range significance. These areas include: Community Survey; Honors Program; Job Description Review; Staff Hiring Procedures; and Organization of the Westford Schools including the Evaluation of the Academy House Plan. These committees consist not only of residents but also of school committee members, staff, and students.



## PERSONNEL

School committee changes head the list of personnel changes. Mr. Mark Scolnick and Mr. Samuel Frank chose not to rerun and Mr. Hajo Koester and Mr. Robert Welch were elected to fill the vacancies for three year terms commencing in May 1977.

Veteran special services teacher Mrs. Laura Husted and North Middle School science teacher Mr. William Stergios retired at the close of the 1976-77 school year.

Notices were mailed in March 1977 to thirteen interim teachers, six were subsequently rehired. Of the eight teachers released because of enrollment decline, five were rehired. There were also two retirements, noted above, seven resignations, and five maternity leaves. Reduction in Force (RIF) is according to negotiated agreement.

Two new full time positions were created for 1976-77. One position, strings teacher grades 4-12, was filled by transfer. The second position, career/testing specialist systemwide, was filled through competitive interview. Dr. Lois Libby of Manchester, Connecticut, who had recently earned her Ph.D. from the University of Connecticut won the appointment. The newly created part time position, introductory foreign language at the middle schools, a position created as a result of survey demand, was also filled by competitive interview. Mrs. Linda Boyce of Acton was named to this position.

## NEGOTIATIONS

A two year Teachers' Contract, 1977-78 and 1978-79, was successfully negotiated and signed August 8, 1977. There was little change in the wording of the contract. Major items were the revised basic salary schedules and coaching differentials. However, some very important items were added. Provision was made for substitute services while teachers were engaged in Core activities under Chap. 766. Reduction in Force (RIF) guidelines were carefully spelled out making seniority in category the ultimate criterion for retention. And a maternity leave article was added, allowing either an eight weeks' leave with sick pay during the period of incapacity, or a leave without sick pay from the beginning of a semester, (or one of the three main vacation periods,) and ending either on the September 1 following birth or September 1 of the subsequent year. The eight week leave requires two weeks written notice, the alternate plan three months written notice.

School administrators have been recognized as a separate bargaining unit and negotiations are still in process for the current year contract 1977-78.

School nurses have appealed for recognition as a separate unit under the sponsorship of the Westford Education Association.

Two year contracts were signed with the Westford Educational Secretaries Association and with the Westford School Custodians March 14, 1977. Secretaries earned a modest salary schedule increase and increase in cumulative sick leave. Contract agreement with food services employees did not come up for negotiation this year. Custodian contract provides a salary adjustment as well as a per hour differential for all second shift custodians during the thirty-six weeks of actual night work. A flat hourly rate was set for custodians working an extra detail while outside groups are using our school buildings, which enables a sponsor to budget their expenses for a planned activity.



## CURRICULUM AND PROGRAM IMPROVEMENT PROJECTS

John A Crisafulli,  
Assistant Superintendent

### MATH CURRICULUM

The math task group was formed to work with and assist the Assistant Superintendent with a vehicle to continually evaluate and improve our K-12 math program. The committee is comprised of teacher representation from our elementary, middle and high school levels. Working cooperatively with our curriculum council and teaching staff the task group spent the 1976 academic year evaluating our existing K-12 math program.

It was their task to recommend a plan which will maximize math coordination and articulation throughout the schools. The committee determined through extensive research that the IMS math program being piloted at the Nabnasset School was too costly and should not be continued or expanded.

Through the use of a townwide mail out a conference schedule was arranged which allowed parents the opportunity to voice their feelings about the existing math program. Parents, staff and consultant input have provided the task group with invaluable data to better assess and improve upon our existing program. During 1977-78 the task group will be formalizing a coordinated new K-12 math program.

### MUSIC CURRICULUM

During the 1976-77 academic year Mr. Blair Bettencourt working with the Assistant Superintendent and Curriculum Council and the entire music staff have analyzed and responded to an external evaluation of our current Music Program. The assessment was performed by the Massachusetts Music Educators Association and made recommendations to improve our program. All of the music department's equipment, instruments and materials, have been cataloged and inventoried. Long range music instrument and equipment purchases have been projected. These changes will eliminate unnecessary duplication of materials and allow for pupils and staff to better share our existing materials and equipment. In the 1977-78 academic year the entire music staff will be evaluating our K-12 general music program and recommending an improved music course of study.

### TESTING PROGRAM

In the fall group achievement tests were administered to the pupils in grades 5, 6, 7 and 10. The purpose of the tests was to determine, using national norms, how well Westford students achieved in comparison with a sample of students from the entire nation. The results were tabulated by external consultants and presentations were made to our staff and School Committee. Administration and staff followed up by analyzing their individual building class results. Each building designed strategies to strengthen those areas where pupils achievement could be improved. During the spring term pupils in grades 1-4 were administered a group achievement and academic ability test. By using these two instruments we could gain insight into a pupil's academic potential and achievement. When these tests are correlated we could better determine if a child was adequately achieving. These results will be presented to staff and school board during the 1977-78 academic year.

### ELEMENTARY REPORT CARD COMMITTEE

A thirteen member task committee, with parent and staff representation from each elementary and middle school district met weekly during the entire academic year. Their task was to evaluate the existing elementary reporting procedure and make a report of their findings and any recommendations to the School Committee.

The task group sought input from staff, other committees and townspeople. A survey was sent to all K-5 families. The report card committee made its recommendations to the School Committee in the Spring. It was determined that our existing reporting procedure was inadequate. The report card was not specific enough and a need existed for formal, private parent/teacher conferences. The School Committee approved a one year pupil progress reporting pilot program for grades K-5 involving a new report card and a private parent/teacher conference. The School Committee requested from the task group during the 1977-78 school year an evaluation of the pilot procedure, including extensive parent assessment.

### ANNUAL REPORT - MAINTENANCE, Mrs. Doris Santaguida, Operations Ass't.

The refurbishing program at Abbot Middle School continued through this year with the completion of carpeting of all classrooms. Floor tile has been replaced in the upper hallway and cafeteria, with the remainder of the building scheduled for next year. In addition, renovation of the office complex was accomplished this past summer.

The internal painting program has been concentrated at North Middle School with the completion of all classrooms on the second floor including art and home economics. The lockers have been painted in

colorful red, blue and yellow giving the hallways a bright, cheerful look. Carpeting was installed in the library-media area.

A new gas-fired cast-iron boiler has been installed at Frost School to replace the old steel boiler which was leaking from pitting at the base and required extensive repairs to insure its safety.

The Nabnasset School rotary burner has been converted to a new unit which burns #2 oil rather than the heavier #4 fuel, requires less maintenance, and is designed to give a savings in both fuel and money. Many ways of saving energy in our school buildings are being studied. Worthwhile changes will be implemented as soon as feasible. An awareness program is being initiated involving all staff and students in the saving of energy.

A planned program of roof maintenance has been initiated with partial replacement of roofs at Nabnasset School, Abbot Middle School, Cameron School, and North Middle School, and repairs to Sargent School and Westford Academy.

The summer asphaltting program continued with the cooperation of George Wyman, Highway Superintendent, with the hot-topping of the area around Cameron School.

During the summer the conference room at the central office was renovated to accommodate our regular school committee meetings. This room is used constantly for the numerous meetings which take place at the central office.

Vandalism of school property, especially during the summer and early fall, continues to be a problem. Extensive breakage of glass was done at Sargent, Cameron, Frost, Abbot Middle and Nabnasset Schools, and Nabnasset Annex. Window panes are being replaced with  $\frac{1}{4}$ " plexi-glass. Wherever possible work is being done by our maintenance department. Last year over \$4,500 was spent replacing broken windows due to vandalism. In addition, at Nabnasset School four skylights had to be replaced at an average cost of \$200 each. Vandalism also takes its toll of playground and outside athletic equipment.



## WESTFORD ACADEMY ANNUAL REPORT 1976-77

Joseph F. Lisi  
Principal

### Focus on Curriculum

The school curriculum was shaped and solidified from the efforts of the past two years and a new program direction was launched.

The 1976-77 school year saw programs developed that were aimed at the academically talented and gifted student. These programs (honors programs) were made available in many curriculum areas. The only requirements were that students demonstrated excellence in a given subject matter and were ready to do extensive reading in a specific field of study.

Success in an honors program would lead to meaningful preparation for advanced placement exams, pre-college achievement tests, or to explore the introduction of college level studies. A system-wide committee was formulated to do further studies regarding honors programs at Westford Academy as well as investigating the honors concept on a system-wide basis.

### Parent Advisory Committee

Westford Academy's Parent Advisory Committee met regularly in monthly meetings to discuss curriculum and school procedures. Meetings were open to all interested with the goal of forming a strong nucleus of parents to help in providing information to the community. Highlights of the year included exploration of Westford Academy's scheduling process (student self scheduling), X Block, the House Plan and the role of administrators and guidance counselors in the House organization.

Westford Academy's Parent Advisory Committee is always in search of interested parents for membership. Parents should call the principal's office for additional information.

### Operation Outreach

In April of 1977, a program aimed at drop-out prevention and the development of a network of communication to students who had left Westford Academy, was launched. School leavers were invited to a round table discussion to informally express their feelings and experiences since leaving school. The result of this effort produced the following procedures for communicating to school leavers:

- a. Periodic direct contact from Westford Academy counselors to those who have terminated their education before graduation.



- b. Information regarding the high school equivalency certificate, with information on tutoring, test dates and sites of the exams.
- c. Further personal and career counseling to the school leaver prescribing proper educational entry levels necessary to pursue career goals.

### College Day

Westford Academy played host to the Merrimac Valley School Committee Association's College Day. On October 29, 1976, students from Billerica, Chelmsford, Dracut, Lowell, Methuen, Tewksbury, Tyngsboro and Westford were provided the opportunity to meet with more than 50 college admissions officers.

The day's activities were culminated with a dinner for college representatives and the school personnel.

Throughout the day, informative sessions allowed for an excellent exchange between college representatives, students and high school staff with the common theme being college admissions requirements.

### Clean Up Day

Over 60 Academy students took part in a clean up effort sponsored by the Board of Selectmen and Westford Academy. Clean up began at Westford Academy early Saturday morning, April 2nd. Students then separated into groups and proceeded toward the Town Forest and town dump, picking up wind blown debris exposed by the melting snow. Students involved were treated to pizza and soda for lunch, provided by the Old Oaken Bucket.

### School Highlights

The Student Council, under the direction of Mrs. Judith Murphy, advisor, and Liz McCarthy, President, took on projects such as candidates night and serving lunch at the Westford Town Meeting.

The Student Advisory Committee to the School Committee provided the Westford School Committee with student insight. Lisa Gizara, representing the Student Committee, participated as a non-voting member at all of Westford's School Committee meetings. Other members of the Student Advisory Committee to the School Committee were Kathy Coughlin, Jim Doolin, Diane Hansen and Patty Kindler. As meetings progressed throughout the year, the Westford School Committee was able to elicit direct student input regarding school-wide matters.

Ginger Beaupre, President of the Westford Chapter of the Office Education Association was elected President of the Massachusetts OEA at the Fourth Annual Spring Leadership Conference, held in Sturbridge, Massachusetts. Donna Olson who was Secretary of the Westford Chapter, was elected to the state office of Secretary.

The following Westford Academy students were successful in some of the many office practice activities held during the leadership conference: Donna Olson, 2nd place, extemporaneous communication; Donna Olson and Anne Bennett, 3rd place for the Job Manual; Helen Cogliano, Margaret Sheridan, Marsha Young, 3rd place for Shorthand I; Pan Hopf, 3rd place in Typing II; Donna Hamilton, 5th place in Typing III; Darlene Jensen, 6th place in Accounting I; Debbie Dries, Eleanor Farren, Donna Dureault, Wendy Powers, 6th place in Chapter Activities Manual.

David Hooper received recognition as a member of the bass-section in the Massachusetts All-State Chorus. David was one of the 220 singers chosen to perform at the Massachusetts Music Educators Annual All State Conference held in March at Lowell University.

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ABBOT MIDDLE SCHOOL ANNUAL REPORT, 1976-77 - John W. Bone, Principal  
CURRICULUM AND INSTRUCTION

Many curriculum and instructional changes evolved around implementation of Chapter 766 and 622 as mandated by the state. Our means of identifying and providing for students with special needs was greatly improved. The Resource Room was moved to allow for more space as recommended by the State evaluation team that visited the preceding Spring.

The mandate for equal opportunity for boys and girls (Chapt. 622) resulted in the restructuring of our physical education, home economics and industrial arts programs. In all areas boys and girls are given the opportunity to be in co-educational settings so that they can experience any areas in which they show interests or skills. At the 7th and 8th grade level in home economics and industrial arts students are given choice to elect either program. At the 5th and 6th grade both experiences are mandatory in co-educational settings. In all programs the teachers' efforts and positive attitudes have produced workable and successful programs.

The yearly Cape Cod Outdoor Education program was continued with its usual high degree of participation and success. Other outdoor experiences included the 5th and 7th grade use of Boston Camps facility as an outdoor laboratory.

An excellent beginning was made for cultural awareness program under the direction of Mr. John Mann, Ass't. Principal. Several outside



groups were brought into the school to present programs in rhythm, dance and drama. Plans are being made to vastly expand this program and incorporate it into the curriculum through staff involvement-preparation and follow up. This type of cultural exposure will provide for an appreciation of the vast variety of aesthetic experiences available that enrich one's life experiences.

High achieving students also became a focus of our concerns this year. Several projects were undertaken in addition to each teacher's provisions for providing stimulating enrichment programs. A French program was planned for grade 7 and 8 students for introduction in the 1977-78 school year. Also a group of teachers from both middle schools participated in a study committee under the aegis of the Merrimac Education Center to explore means of providing for the academically talented or gifted. Final plans were not developed; however, this work will continue another year.

#### PARENT COMMUNICATION

Monthly school and team newsletters, a record number of individual parent-teacher conferences, Parent Advisory Council Meetings, and Open Houses of various type provided thrust for our school community communications.

Special effort was placed on positive feedback to parents relative to a student's outstanding performance. Each team planned its own means of rewarding and reenforcing meritorious student behavior, either academic or social.

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#### NORTH MIDDLE SCHOOL ANNUAL REPORT, 1976-77 - Richard E. Neal Principal

The theme for the 1976-77 school year at the North Middle School was "Theory Into Practice," and throughout the year our efforts were spent in putting into practice much of which to this point was only theory. In particular a high priority was placed on the identification of specific needs of individual students and the development of specific programs to meet these needs.

Staff in all subject areas worked toward the development of greater grade-to-grade coordination of programs and for greater accountability of student achievement. Emphasis was centered on greater individual assessment with corresponding individual programs based on specific objectives. The improvement of basic skills was an expected outcome.

Considerable time and effort was spent by staff in activities related to Chapter 766. More specific programs for students with special needs were developed through these efforts.

In addition, Title I assistance was provided for identified students in grades 5 and 6. Four classroom aides provided help to students in the areas of reading and math over and above that received in their regular class instruction.

Another area receiving much attention this year was communication. In an attempt to keep parents better informed of their child's performances written progress reports from each teacher were sent home to parents of every child midway through each marking period.

Also, weekly news articles appeared in both the Eagle and the News-weekly to keep the public informed of activities at the school.

Parent Council meetings were scheduled on a monthly basis in addition to regular Open House type programs.

Much emphasis was placed on Career Education. throughout the year. The Career Education Speakers Program was increased to include thirteen speakers from various fields. This was supplemented by films, filmstrips, video and audio tapes, and other materials.

On-site environmental education projects were again carried out for grade 5 and grade 7 students. One hundred eighteen seventh grade students spent a week at the Cape Cod Outdoor Education Center in May. The school is indebted to the Westford Education Association, the Westford Junior Women's Club, the N.M.S. Parent Council, and the N.M.S. Student Council for scholarships provided for students to participate in this program.

At the annual awards day held at the end of the year the Student Council presented the school with a North Middle School flag as a class gift. This flag will be proudly flown in front of the school.

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#### FROST SCHOOL ANNUAL REPORT 1976-77 - Rita E. Miller, Principal

During the course of the past year teachers of music, physical education and art reevaluated their programs resulting in the development of curriculum guides in each area for our school.

Although we are a small school, staff continues to be actively involved in committee work, serving on townwide math curriculum committee, kindergarten, and new reporting procedures (K-5). Mrs. McCarthy, level 4 homeroom teacher, and her students developed a basic student government project which hopefully would assist in the improvement of individual and group inter-relationships. Mrs. Fleckner organized and ran an extra-curricula science club for the second graders. This past year she was their science teacher. Motivation for the club came from her feeling of lack of time to do projects of interest to her students and not covered in the science curriculum. Her concern



for teaching the gifted or brighter child a challenging program, and for stimulating questions and a curiosity about the world about them prompted the formation of the science club. Approximately seventeen children voluntarily participated once a week for an additional one and one-half hours of time added to their school day.

Frost School continues to have a strong group of parent volunteers. We are proud to have pioneered the movement in the Westford school system several years ago. Duties vary. Some parents work with individual students, some with small groups, some assist with clerical duties, some assume playground responsibilities. Staff is responsible for all initial instruction, planning and supervision.

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#### CAMERON-SARGENT SCHOOL ANNUAL REPORT 1976-77

Kenneth L. DeBenedictis, Principal

The Cameron-Sargent School was actively involved in several areas this year in an attempt to more effectively provide for our children.

Coordination of program was one major focus and through the organization of coordinating committees in language arts, math and social studies-science-health, K-5 teacher representatives were able to examine areas of concern to provide for program improvement.

All staff became involved in the individual development of specific goals for instructional concentration this year. The process, initiated with a goal setting conference in September proceeded to implementation of plans and adjustments as the year progressed, and concluded with an evaluation of accomplishments in June.

The special needs program servicing Westford's Chapter 766 program expanded this year to provide one full time resource room in each school. As a result of this additional assistance, the school was able to more effectively help children through modification of programs within the classroom, and direct assistance to specific children in the resource area.

The school library effort has grown through the addition of half-time assistance in the program. As a result of this help, both school libraries maintain current, properly catalogued materials that have promoted increased student interest.

The Cameron-Sargent School applied for and received a Title II grant for increased library resource and other printed media. This further allowed our program to grow and develop.

The school P.T.O. experienced another successful year of informational and fund raising activities. A large group of parents actively participate in this organization, and works closely with the school in its efforts.

In addition to the P.T.O. as a means of providing effective communication, a bi-weekly newsletter is distributed to parents. This effort containing information about events at school also discusses grade level programs and activities of specialists.

Children were involved in a variety of activities to enrich their learning. All children grades K-5 participated in field trips related to curriculum areas. This activity was successfully implemented through the fund raising efforts of the school P.T.O. Children in grade five participated in the Outdoor Education program which was held for a one week period in May at East Boston Camps in Westford. All children participated in the annual Christmas concerts and Memorial Day programs. In both instances large numbers of parents attended and expressed pleasure with performances. A third grade social studies fair was held in April, and children enthusiastically displayed and discussed with visiting parents individual projects completed relating to the colonial period. Second grade children performed two dramatic activities for classmates and parents. Several classrooms invited resource people from the community to share and discuss occupations or curriculum related subjects.

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NABNASSET SCHOOL ANNUAL REPORT 1976-77 - Henry J. Leyland, Principal

Nabnasset School students were housed in two buildings during 1976-77. The Annex housed our kindergarten children and grades one to five were in the New Nabnasset School.

The Parent Council met once a month on the second Wednesday under the chairmanship of Mrs. Cathy Reardon. All parents who have children at the Nabnasset School are members and invited to attend. The accomplishments of the council are many and varied. There are volunteers at all grade levels who regularly reported to school weekly and/or daily to provide assistance for classroom teachers. "The Little Red Wagon" from the University of New Hampshire, made one appearance, sponsored by the council. There were two parties for children, Christmas and Valentine's Day. Learning kits were rented from Children's Museum in Jamaica Plain. A homework policy was drawn up and accepted by the principal for Nabnasset School. The newsletter, "Nab News", is probably the singlemost unifying activity of the Parent Council. Published monthly by editor, Mrs. Egan, with the assistance of Mrs. LeBlanc, the letter was professionally printed by Mr. Jenkins of Corenco Corporation, after his regular



working day. A volunteer's banner was constructed so that name badges of all who freely gave of their time could be attached. The Nabnasset staff and children are grateful to the Parent Council and Parent Volunteers.

Curriculum committees met regularly according to schedule to assure articulation between grade levels. Staff members served on the following townwide committees: Open Enrollment, Report Card (1-5), Math, Kindergarten and Scouting.

An orientation program was held for volunteers in September; Christmas and spring concerts were presented by the music teachers; specialists offered the parent council a special program, "What is the role of the art, music, physical education specialists and the librarian?" Monthly meetings were scheduled to present school programs and to report to parent questions.

Special school programs included a visit from the fire department complete with fire engines during fire prevention week, Chapter 766 in-service presentation by our own learning disabilities specialists, and a continuation of the enrichment program for grades 1-5 sponsored by Lowell University.

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#### ROBINSON SCHOOL ANNUAL REPORT, 1976-77 - John R. Allen, Principal

In the area of program we followed the town curriculum guides established for each subject area. Mathematics and music were the curriculum areas being reviewed in our building and throughout the system. The results of this work will be seen in program changes instituted over the next few years. Our curriculum challenge of the year was to introduce life science into our science program. Some highlights of our program were:

- 1) The success of our creative writing program. Pupils in levels one, two and three have greatly improved their writing skills by following an established skills sequence. We are proud of our student gains in this area.
- 2) Our staff on all levels emphasized geography skills in the teaching of the Allyn Bacon Social Studies Program. Pupil growth was seen in this area.
- 3) Our Fusion Program expanded its program of service under Mrs. Manuel's direction. She is our staff coordinator of the program. Fusion is a program where Fitchburg College students spend a semester with a resident professor in our building. Over the course of the year, the thirty-two students in this program provide positive support to our

## Language Arts and Mathematics Program.

We owe a debt of gratitude to Mrs. Helen Griffin of Chelmsford. She is a certified experienced teacher who volunteered to cover classes when our teachers were required to meet with "766" Core Evaluation Team. This service was most appreciated by our staff and students.

Through our I.G.E. Program we conducted workshops open to all teachers in Westford: 1) "Developing Math Labs," 2) "How to Make Creative Games," 3) We held a Language Arts Fair. We also conducted three workshops for parents: 1) "Positive Parenting, Part I," 2) "Positive Parenting, Part II," and 3) "Homemade Games for a Rainy Day."

To help maintain pupil interest in our building, we frequently rotate the responsibility for freshening up our hall bulletin boards as well as our showcase. Over the course of the year, every unit is responsible for providing some type of display for other pupils in the building.

We feel that students gain by performing before others and by being a good audience for their peers. The following programs were produced by students: Room 2 created an operetta entitled, "Peter Rabbit." Room 3 produced a musical version of "Snow White." Room 4 conducted a dinner theater entitled, "The Revolt of the Foolish Molar." Room 5 presented "Chicken Soup with Rice." Room 6 had two casts for the musical, "The Point." Room 7 conducted a Thanksgiving Fair. Our music groups held a Christmas Assembly, a Memorial Day Program and the Annual Spring Concert.

Safety programs were presented by both the Westford Fire and Police Departments. We thank them for this service.

I close by thanking the parents and high school students for the time they gave to help the staff and students of Robinson School. I also thank our classroom aides (whose program ended in June) for their dedicated efforts.



SPECIAL SERVICES REPORT, 1976-77, Kenneth A. Sargent

Special Education Administrator

Priorities for action during this year in Special Pupil Services were those outlined through the state audit conducted in the spring of 1976.

It is satisfying to report that all areas of non-compliance were attended to early in the fall of the year. In all problem areas where adjustments were suggested practically all recommendations have been complied with, or, if not, have been planned for as a need develops, or are in process. The Special Pupil Services Program of Westford Schools is undoubtedly serving more children more effectively because of the evaluation and follow-up recommendations made by the state audit team.

The chart shown below summarizes the services provided during this past year through June 24, 1977. As can be observed, we continue to serve an increasing number of students. Compliance with the requirements of elapsed time within which to complete CORE evaluations is a continuing problem requiring high energy output and reshuffling of staff.

EVALUATIONS	TOTAL	1976-77 TOTAL FOR THE YEAR									OUT OF TOWN
		CAM	FR.	NAB	ROB	SAR	AB	N.M.	W.A.	PRE	
FULL	79	5	6	5	16	6	10	5	18	4	4
INTERMEDIATE	93	10	7	8	24	14	5	14	11		
SPEECH	76	3	11	19	23	9	1	4	2	3	1
PHYS. HANDICAPPED	44	1	3	6		7	9	18			
REEVALUATIONS	299	24	5	21	49	20	51	67	37	6	19
REEVALUATIONS SPEECH	131	8	16	28	34	30	5	8	1	1	
GRAND TOTALS	722	51	48	87	146	86	81	116	69	14	24

A Full Core Evaluation includes four disciplines, Education, Sociological, Psychological, and Medical. Most of Westford's Full CORES have had a waiver of the Medical component with approval of parents since medical inputs were not pertinent to educational needs.

An Intermediate Core is anything less than the Full Core noted above.

A Speech Evaluation is a kind of Intermediate Core in which only Speech is assessed by the therapist.

Physically Handicapped Evaluations are carried out through recommendations of a physician only and can provide Home-Tutorial services or Special Transportation Services.

Reevaluations and Speech Reevaluations are conducted at least once each year for each child who is receiving special services. They are carried out by the CORE Team or Speech Therapist respectively.

CHAPTER 766 Problems continue in implementing Chapter 766 at the reality level.

1. Open-endedness as to rights to service for children continues to be a concern since budgetary control is limited. No increase in total, regular and special education funding is forthcoming from the state resulting in more costs being supported locally as special education costs increase.

2. What are Chapter 766's "educational" responsibilities and what are the responsibilities of other parties, agencies or persons? Where is this line of separating responsibilities to be drawn?

3. How much time should regular staff be expected to devote to Special Education at the expense of regular education? Where in the day does this time come from?

STAFFING The caseload of Special Needs Teachers at the middle school level was very high during this past year. Services to each child, thus, had to be reduced sorely limiting the effectiveness of services. To overcome this load one additional Special Needs Teacher was authorized for each middle school in 1977-78.

At the Frost School where a half time Special Needs Teacher was initially provided, and increased to a 7/10 position during the year, a full time position is projected for the coming year. The reality is that a part time person cannot do justice to the position and 766 requirements, no matter how small the school may be, or how few pupils are to be served.

COLLABORATIVE The five town collaborative for low-incidence children flourished in serving multiply handicapped severely retarded children and almost perished in servicing emotionally disturbed adolescents. Numbers of children involved was the success or failure factor. The Mini School ran a sensitive program, using Nashoba Shop facilities in the late afternoon, but the cost per pupil because of minimal enrollment almost terminated the effort. Meetings in early summer provided an apparent solution and plans for continuance at least for half a year in 1977-78. A few Westford children have been able to persevere only because of this special program.

FISCAL Special Pupil Services was the victim of the state's overprojection of expenditures for services and the resultant reduction of funding by the amount of overprojection. This experience, plus an enlightening audit of 1974-75 accounts, and written guidelines for preparation of state special education reports, hopefully, will limit such disturbing fiscal situations in the future. However, as previously stated, since the pool of state funds remains almost fixed and communities catch up in implementing Chapter 766, less net state money will be available to support special and regular education in Westford and other enlightened communities.

PL94-142 A project was written to utilize new Federal Chapter 766 money. The project will provide part time counselor services in the elementary schools. Providing such service was an audit recommendation and also had top priority in a staff survey looking to ways in which Special Pupil Services might best be expanded. These funds will be increasing yearly but must be used to supplement services for special needs children, not to supplant local services.

FUTURE 1976-77 was a very successful year for Special Pupil Services. 424 special pupils were served in 1976-77 as compared to 320 served in the 1975-76 school year. In spite of the many cases dealt with, satisfaction with what was happening for children by both parents and staff was the underlying tone. In many instances, thoughtful parents took time to write a complimentary note on educational plans and/or spoke positively about the progress observed while at Review meetings.

The concerted effort of all CORE participants - parents, teachers, administrators, special needs teachers, and central office staff, is the only way such good things can happen and we look forward to such a satisfying year in 1977-78.



SCHOOL HEALTH REPORT - September 1976 through June 1977

First Aid Administered & Nurse-Pupil-Teacher Conferences -----	12,527
All students were screened for vision and hearing problems	
Referred to physician after failing vision test-----	92
Referred to physician after failing hearing test-----	52
Physical examinations given: Grades 4,7,11 & pre-school-----	675
Sports-----	297
School Immunization Programs -- given	
Polio Boosters, Grade 1-----	180
Tuberculin Tine tests, Grade 1-----	82
Tetanus, Diphtheria Boosters Grades 1 & 11-----	182
M-M-R (measles, mumps, german measles) Grades K thru 5----	171
Measles Grade 12-----	68
Pre-school Health Round-up -- attendance-----	52
Dr. Lee's Dental Brush-in Participation-----	1,016
Adult Tuberculin Screening Program, number Mantouxed-----	235
Students accompanied in ambulance-----	2
Conferences or Continuing Education Programs Attended-----	19



SUMMARY OF FEDERAL AID FOR SCHOOL YEAR 1976-77

<u>Federal Title</u>	<u>Filed</u>	<u>Approved</u>	<u>Amount</u>	<u>Received</u>	<u>Amount</u>
<u>ESEA</u>					
<u>Title I</u>					
Follow Thru V	6/28/76	9/17/76	29,359.00	10/1/76	13,516.00
77-326-228				3/3/77	6,100.00
				6/13/77	7,415.00
				6/21/77	2,328.00
Title IV-B	1/19/77	3/16/77	5,470.47	5/12/77	5,470.47
<u>NDEA</u>					
PL 874	1/20/77	6/13/77	73,192.69	3/17/77	23,005.68
				6/13/77	41,600.06
				6/27/77	9,634.83
<u>Title III</u>					
Cafeteria	6/25/76	6/29/76	1,738.90	3/28/77	1,158.38

WESTFORD ACADEMY 1977 GRADUATES

Class Officers

\*National Honor Society

\*Susan M. Jeghelian, President  
James P. Doolin Jr., Vice-President  
Paula C. Legg, Secretary  
Rosemarie Resnik, Treasurer

Jeffrey Alcorn	Helen P. Cogliano
Diane Allen	Dana E. Conefrey
Carl A. Anderson	*Judith A. Connell
James D. Anderson	Roberta Connell
Donald Andolina	Elizabeth A. Coon
Bruce A. Andruskiewicz	William Corey
Sandra Gayle Ayer	Janet A. Carson
Kathleen Barnard	Judith C. Carson
Steven Barnes	Hervey P. Cote
Richard Barrett	*Catherine M. Coughlin
Richard Barry	Tracy D. Crider
Clarence Donald Beal	Mark M. Daigle
Ginger Beaupre	*Marcelle M. Daigneault
Sheryl L. Beauregard	Susan M. Daly
Anne E. Bennett	Mark A. Daniele
Susan M. Bennett	*Denise Daunais
Daniel Berkowitz	Jeffrey Dauphinais
Peter Berroth	Darlene Degagne
Patricia Berry	Kathleen R. Delaney
Stephanie Bojorski	Marsha Downey
Daniel R. Boutin	Mary E. Driscoll
Scott R. Brewer	Roger P. Duncharme
Vincent E. Bradstone	Cheri Dunbar
*Ruth E. Brosius	Susan M. Dussault
Karen L. Brown	Cynthia H. Eddy
Stefanie Brown	Stephen J. Einarson
Steven R. Brown	Michael Ekstrand
Robin Brown	Kerry S. Ellis
Elizabeth Buchanan	Kim T. Enwright
Pamela J. Byron	Robert L. Evans, Jr.
Elaine M. Carlo	Brent Faid
*David Cartwright	Forrest E. Rallier
Denise M. Cassidy	John J. Ferreira
James Castanza	Janet E. Fletcher
Kathleen Chaplain	Mark E. Forde
Leo A. Charlton	Thomas French
Michael Cheney	Lance D. Gamester
Young-Jo Chung	*Susan A. Gauthier
*Martha A. Cleary	Brian N. Gendron
Christine Cockerline	

Dana Georges  
 William W. Gerlach  
 Linda M. Gervais  
 Judith F. Gower  
 Timothy S. Grantham  
 \*Denise G. Guillemette  
 Nancy Heigh  
 Donna M. Hamilton  
 John L. Hamilton, Jr.  
 Susan L. Hamilton  
 Bartholomew A. Hanlon  
 Diane Hanson  
 Michael T. Harhen  
 Linda J. Harnum  
 Pamela Hartley  
 Kim Hayes  
 Allen J. Hendrickson  
 Sheila Herget  
 Russell A. Hicks  
 \*Paula A. Holmes  
 Sheila M. Holmes  
 David R. Hooper  
 Pamela J. Hopf  
 Evelyn F. Hopkins  
 George R. Hovanec  
 Brian P. Hunt  
 Brenda Lee Hunter  
 Stephen F. Ingalls  
 Linda L. Jeffrey  
 David G. Johnson  
 Cynthia R. Jolin  
 Kenneth Jones  
 Christopher Jordan  
 Robert E. Joyce  
 Dennis P. Kane  
 Jonathon E. Kansannivo  
 Kevin D. Keele  
 Karen E. Kelley  
 Barbara R. Kelly  
 Lauri N. Kimball  
 Patricia A. Kindler  
 \*Cynthia L. Kintz  
 Ellen Louise Knowles  
 Kathy A. Kouble  
 Leonard P. Kulikowski  
 Denise LaLiberte  
 \*Annette R. LaPointe

Valerie Laste  
 Gregory A. Laushine  
 John R. Lehan  
 Brenda L. Mackey  
 Barbara A. Mahoney  
 Charles B. Malley  
 Steven Marcouillier  
 Elizabeth Lee McCarthy  
 Edward D. McCusker  
 Regina McGlinchey  
 Leah M. McLain  
 \*Lynn D. McLaren  
 George McMahan  
 Karen A. McNanley  
 Alma P. Medina  
 Mike P. Melville  
 Maureen C. Michaels  
 Margaret A. Mone  
 Bernard J. Murphy  
 William A. Murray  
 John P. Nagle  
 \*Kathleen M. O'Connell  
 Donna J. Olson  
 Maura A. Olson  
 Donna O'Reilly  
 Lisa C. Paduano  
 \*C. Steven Paulson  
 \*Wayne A. Pestana  
 Susan J. Peterson  
 Richard D. Petersen  
 David Phipps  
 Dawn M. Pioli  
 Joseph Poist  
 John M. Prestidge  
 Margaret C. Queenan  
 Douglas Reeder  
 Catherine A. Regan  
 Anthony Jason Resta  
 Brian J. Ricard  
 Line M. Ricard  
 Cynthia J. Rogers  
 Gregory Romac  
 Maria T. Rondeau  
 Michele M. Roy  
 Herbert L. Rush III  
 Nancy L. Santaguida  
 \*John E. Sawosik

Janet L. Schmid  
Carlo Scaramella  
Sharon Secovich  
Paul Selfridge  
Laine H. Sellers  
John B. Selman  
Jeffrey Shields  
Jeffrey E. Smith  
James J. Souza  
Marjorie A. Stack  
Brian M. B. A. Stevenson  
\*Michael B. Stiling  
Sharyn E. Sullivan  
Jeffrey A. Swanson  
Morris H. Swanson  
Cole A. Talty  
\*Garrett J. Thompson  
Jon Torkelson  
Rich Trubey  
Roderick Turner  
Joanna Lee Vaughn  
Judith J. Verrecchia  
Valeria J. Wallace  
Mary Sue Walsh  
Richard Werber  
William F. Werner  
Peter F. White III  
Cheryl A. Whigham  
\*Bobbie Lynn Williams  
\*Patricia A. Williamson  
Cynthia Wyman  
Marcia J. Young  
Jill Dorice Zwicker

Class Advisors: Frederick Henrichs, Ann Perham



## PROGRAM

PROCESSIONAL: "Pomp and Circumstance"----- Elgar

NATIONAL ANTHEM

INVOCATION Reverend Daniel Cronin

SALUTATORY Susan M. Jeghelian

HONOR ESSAY Lynn D. McLaren

SENIOR CLASS ODE: Nothing is a Waste That  
Makes a Memory

HONOR ESSAY Michael B. Stiling

PRESENTATION OF CLASS GIFT

President of Class of 1977, Susan M. Jeghelian

ACCEPTANCE OF CLASS GIFT

President of Class of 1978, Margaret Harte

VALEDICTORY John E. Sawosik

### PRESENTATION OF AWARDS

(Given by the Trustees of Westford Academy)

For Excellence in English	Sue Jeghelian
For Excellence in French	Marcelle Daigneault
For Excellence in German	J. Steven Paulson
For Excellence in Home Economics	Denise Guillemette
For Excellence in Industrial Arts	Bruce Andruskiewicz
	Richard Barrett

For Excellence in Latin	John Sawosik
For Excellence in Mathematics	Michael Stiling
For Excellence in Music	David Hooper
For Excellence in Science	John Sawosik
For Excellence in Secretarial Science	Maureen Michaels
For Excellence in Social Studies	Susan Jeghelian

THE MOST WORTHY REPRESENTATIVES OF WESTFORD ACADEMY

Class of 1977	James Anderson	Class of 1979	Jeanne Daunais
Class of 1978	Kathryn Kavanagh	Class of 1980	Bruce Thompson

OTHER AWARDS

Bausch & Lomb Science Award	Michael Stiling
Westford Rotary Award	Elizabeth McCarthy
Daniel F. Glynn Award	Steven Brown
	Roderick Turner
DAR Good Citizenship Award	Susan Jeghelian
DAR American History Award	Susan Jeghelian
Charles Aaron Memorial Scholarship	Lance Gamester
Westford Education Association	Diane Hanson
Stoney Brook Fish & Game Club	Carl Anderson
Westford Academy Scholarship	Garrett Thompson
Forty Memorial Scholarship	John Ferreira
Genrad Foundation Science Award	John Sawosik
Westford Grange Scholarship	Elizabeth McCarthy
Westford Business Assoc. Scholarship	George McMahon
Sarah Connolly Memorial Scholarship	Catherine Regan
Westford Jaycees Scholarship	Denise Cassidy
H.E. Fletcher Club Scholarship	Evelyn Hopkins
First Lt. Jeffrey Peterson Scholarship	Jeffrey Shields
WA Student Council Scholarship	Elizabeth McCarthy
	Diane Hanson
	Nancy Santaguida
	Patrick Kindler
Westford Garden Club Scholarship	Robert Evans
Welcome Wagon/Newcomers	Patricia Williamson
	Sheila Holmes
WA Band Scholarship	Anthony Resta
Music for Westford Scholarship	Susan Daly
	Susan Gauthier
Westford Lion's Club Scholarship	Patricia Williamson
VFW Mattawanakee Post 6539 Scholarship	Wayne Pestana
Westford Kiwanis Scholarship	Patricia Williamson
	Denise Cassidy
	Elizabeth McCarthy
Judith Cooper Memorial Scholarship	Susan Peterson
Littleton-Westford Order of Elks	John Sawosik
Westford Golden Age Scholarship	Ruth Brosius
WA Boosters Club Scholarship	Nancy Santaguida
	Kathleen O'Connell
	Kerry Ellis
	Michael Harhen
	Carl Anderson

AWARDING OF DIPLOMAS

Mrs. Mary Caless, Chairperson, Westford School Committee

WESTFORD ACADEMY ALMA MATER

Calkin

Blair Bettencourt, Band Director

BENEDICTION

Reverend James Donalson

RECESSIONAL: March from Die Meistersinger

Wagner

Westford Academy Band Director Blair Bettencourt, Director

CLASS MARSHALLS

Margaret Harte & Glen Secor

CLASS COLORS

Blue & Silver

CLASS FLOWER

Yellow Rose

CLASS SONG

Teach Your Children

# TEACHING STAFF 1976-77

<u>TEACHERS</u>	<u>WESTFORD ACADEMY</u>	<u>SUBJECT</u>	<u>UNINTERRUPTED SERVICE SINCE</u>	
Joseph F. Lisi, B.S.,M.Ed. (Salem State)		PRINCIPAL	Sept 1968	
Thomas S. Casey, Jr., B.A.,M.Ed. (St. Anselms, Framingham State)		Housemaster	July 1973	
Richard DeSimone, B.S., M.Ed. (Salem State, Northeastern)		Housemaster	Sept 1963	
Norma O'Brien, B.A.,M.A.T. (Boston Univ., Harvard University)		Guidance Counselor	Sept 1976	
Detlev Suderow, A.B.,Ed.M. CGS (Brandeis, Tufts, U of Zurich)		Guidance Counselor	Sept 1975	
Francis X. Sullivan, B.S.,M.S. (Boston University)		Guidance Counselor	Sept 1962	
Mary Westcott, B.S.,M.Ed. (Salem State, Tufts University)		Guidance Counselor	Sept 1970	
Edward Walsh, B.S.,M.Ed. (Fitchburg State)		Alternative Ed Coun.	Apr 1970	
Robert Checchi, B.S. (North Adams)		Special Needs Teacher	Oct 1973	
Catherine Davis, B.S.,M.Ed. (Northeastern University)		Special Needs Teacher	Sept 1974	
		Librarian		
Melissa Babb, B.S. (University of Maine)		Home Economics	Sept 1976	
Peggy Beck, B.A.,M.Ed. (Penn State, Univ of Pittsburgh)		English	Sept 1973	
Nancy Bergmann, B.A.M.A. (University of Florida)		Spanish	Sept 1976	
Blair Bettencourt, B.Mus Ed., M.Mus.Ed. (University of Lowell)		Music-Band Director	Sept 1970	
James Bogue, A.B.,M.A.,Phd. (Harvard, University of Illinois)		Social Studies	Jan 1976	
Eva Brown, B.A. (University of New Hampshire)		English	Jan 1973	
Anna Burgoon, B.S.Ed.,M.A.T. (Ohio University, UVM)		English	Sept 1972	
Katherine Cameron, B.S.,M.Ed. (Fitchburg State, B.S.)		Mathematics	Sept 1962	
H. Earl Carlson, B.S.,M.A.T. (Salem State, Boston College)		Mathematics Dept Head	Sept 1966	
D. Ann Carter, B.S. (Salem State)		Business	Sept 1973	
Leah Carter, B.S. (Springfield)		Physical Education	Sept 1975	
James Casserly, B.A. (Bridgewater)		Science	Sept 1975	
William Cody, B.S.,M.Ed. (Salem State)		Business Dept Head	Sept 1964	
Andrew Coravos, B.S.,M.Ed. (Northeastern Univ., Boston Univ.)		Business	Oct 1968	
Marion Covell, A.B.,M.A. (DePauw Univ., State University of Iowa)		Foreign Lang Dept Head	Jan 1965	
Janet Cunningham, B.S. (University of Mass.)		Home Economics	Sept 1974	



Dominic deLacy, A.B. (Salem State)	English	Sept 1976
Albert Duffy, A.B. (Salem State)	History	Sept 1974
James Duffy, B.S.,M.Ed. (Northeastern, Suffolk University)	Business	Sept 1974
Rosanne Fantucchio, B.A.,M.Ed. (Suffolk University)	English/Reading	Sept 1976
Joseph Freitus, B.A.,M.S.,M.Ed. (Fitchburg, University of Washington)	Science	Sept 1974
Carolyn Geissler, B.Mus.,M.Mus. (New England Conservatory)	Music	Sept 1966
Marsha Gorbach, A.B.,A.M. (University of Michigan)	French	Sept 1972
Norma Graham, B.A.,B.S. (Ohio State University)	Spanish	Sept 1974
Sally Haberman, B.S. (American University)	Science	Sept 1964
Frederick Henrichs, B.A.,A.M. (Gordon College, Northeastern)	History Dept Head	Sept 1966
Priscilla Hughes, A.B.,M.Ed. (Middlebury, Boston State)	English	Sept 1971
Helen Jackman, B.Ed. (Plymouth State College)	Business	Sept 1976
Paul Janocha, B.S.,M.Ed. (Salem State)	Business	Sept 1968
Francis Joyce, B.S.,M.Ed. (Fitchburg State)	Industrial Arts	Sept 1959
Barbara Kampas, B.S. (Cornell University)	Home Economics	Sept 1972
Fred Kelley, A.B.,M.Ed. (Bates, Fitchburg State)	English	Sept 1964
Jean Kelley, A.B.,M.S. (Bates, Connecticut State)	Latin	Sept 1964
Michael Kelly, B.S.,M.Ed. (Boston College)	Chemistry	Sept 1963
Wayne Koch, B.S.,M.A. (Gordon College, Salem State)	History	Sept 1968
Michelle LeBlanc, B.S. (University of Maine)	Physical Education	Sept 1976
Joan Longobardi, B.S.,M.Ed. (R.I. School of Design, Temple)	Art	Sept 1966
Kevin Lyman, B.S. (Fitchburg State College)	Reading/English	Sept 1976
Charles McGregor, B.S.Ed.,M.A. (Mass. College of Art, Columbia)	Art	Sept 1969
James McNiff, A.B.,M.L.S. (Boston College, Boston University)	English Dept Head	Sept 1972
John Morris, B.S. (Springfield)	Physical Education	Sept 1967
Judith Murphy, A.B.,M.A.T. (Radcliffe, Harvard)	History	Sept 1973
Dianne O'Donnell, B.A. (University of Mass.)	French	Sept 1972
John Pawlak, B.S. (University of Lowell)	Mathematics	Sept 1976
Geraldine Penney, B.S.Ed. (Salem State)	Business	Sept 1971
Ann Perham, B.A.,M.Ed. (Hartwick College, Boston State)	History	Sept 1973
LeRoy Pindara, B.S.,M.Ed. (Iowa State, Wayne State University)	Physical Ed Dept Head	Sept 1972

Paul Poisson, B.A. (Salem State)	Math/Science	Sept 1974
Richard Prescott, B.S.,M.A.T. (University of Mass.)	Science Dept Head	Sept 1964
Harold Ready, B.S.,M.Ed. (Boston Univ., Fitchburg State)	Bus.,Data Proc Coord	Sept 1956
Edward Scollan, Jr., B.S. (University of Lowell)	History	Sept 1976
Patrick Smith, B.A.,M.A. (University of Michigan)	English	Sept 1972
Thomas Smith, B.S.,M.Ed. (Salem State)	Business	Sept 1967
Robert Sobek, B.S. (University of Mass.)	Biology	Oct 1965
Anne Stowe, B.A. (Salem State)	Mathematics	Sept 1974
Cynthia Theriault, B.A.,M.A.T. (Salem State)	Mathematics	Sept 1969
Ronald Trahan, B.S. (Boston University)	English	Sept 1975
Frederick Tripp, B.S.,M.Ed. (Northeastern, Framingham State)	Math-Athletic Director	Sept 1970
Stephen Tripp, B.A. (Middlebury College)	Mathematics	Sept 1976
Heiner Wais, B.A.,M.Ed. (Lowell State, Fitchburg State)	Industrial Arts	Sept 1975

#### ABBOT MIDDLE

John W. Bone, B.A.,M.Ed. (University of New Hampshire)	PRINCIPAL	Sept 1969
John W. Mann, A.B.,M.A.T. (Holy Cross, Salem State)	Assistant Principal	Sept 1968
Martha Bentley, B.A.,M.Ed. (UCLA, Northeastern)	Guidance Counselor	Sept 1972
Arlene Miller, B.A.,M.Ed. (SUNY at Stoney Brook, Boston University)	Guidance Counselor	Oct 1974
Daniel Farren, B.S.,Ed.,M.Ed. (Fitchburg State)	Special Needs Teacher	Sept 1971
Carolann Wais, A.B.,M.A. (Boston College, Fitchburg)	Special Needs Teacher	Sept 1969
Joseph Barriero, B.S.,M.Ed. (Fitchburg State)	Gr 6 Team Leader	Dec 1970
Garrett Barry, B.S.Ed., M.Ed. (Salem State)	Gr 7 Team Leader	Sept 1967
Adela Blackburn, B.A.,M.Ed. (Dennison Univ, Univ of Lowell)	Grade 7	Sept 1965
Carol Bradford, B.A. (Bates College)	Grade 7	Sept 1974
Janet Cipriano, B.A.,M.Ed. (Framingham State)	Home Economics	Sept 1973
John Doucette, B.A.,M.Ed. (University of Mass., Univ. of Lowell)	Grade 7	Sept 1973
Barbara Hipp, B.S. (SUNY)	Grade 8	Sept 1974
John Indresano, B.S.Ed. (Bridgewater State)	Gr 8 Team Leader	Sept 1970
Robert Kennedy, B.A.,M.E. (University of Lowell)	Grade 8	Sept 1969

Richard Lydon, B.A.,M.A. (University of Mass., Framingham State)	Gr 5-6 Team Leader	Jan 1972
Linda MacDonald, B.S. (Springfield)	Physical Education	Sept 1975
Robert Mancusi, B.A.A.,M.Ed. (University of Mass., Univ of Lowell)	Gr 7 Team Leader	Sept 1970
David Manseau, B.Mus.Ed. (Boston Conservatory)	Music - Band	Sept 1963
Lloyd Maranville, B.Mus.,M.Ed. (University of Lowell)	Music	Sept 1973
William O'Neil, B.S.,M.Ed. (Boston Univ., Univ. of Lowell)	Grade 5-6	Sept 1970
Warren Parlee, B.S.,M.Ed. (University of Lowell)	Grade 7	Sept 1974
Peter Pecorelli, B.S.,M.Ed. (Fitchburg State)	Grade 6	Sept 1971
Ronald Rems, B.S. (University of Massachusetts)	Grade 8	Sept 1976
Robert Ricardelli, B.S. (Northeast Missouri State University)	Industrial Arts	Sept 1973
Kathleen Ridge, B.F.A. (Mass. College of Art)	Art	Sept 1974
Michael Roth, B.A. (Lafayette)	Grade 5-6	Jan 1976
Marilyn Scott, B.S.Ed. (Bridgewater State)	Grade 6	Sept 1968
Frances Smith, B.A.,M.A.T. (Wheaton College)	Grade 7	Sept 1976
Charles Vogel, B.A. (Univ of Mass.)	Grade 8	Sept 1973
Philip Weinshenker, B.A.,M.Ed. (University of Wisconsin, Univ of Lowell)		
Sandra Wood, B.S. (University of Lowell)	Grade 6	Sept 1973
Randolph Young, B.S. (Univ of Mass.)	Grade 5-6	Sept 1976
David Yazbek, A.B.,M.A. (Merrimack, University of Lowell)	Physical Education	Sept 1970
	Grade 8	Sept 1967

#### NORTH MIDDLE

Richard E. Neal, B.A.,M.Ed. (Brown Univ.,Salem State	PRINCIPAL	July 1973
Ralph H. Drinkwater, B.A.,M.Ed. (Univ. of Mass.,Northeastern)	Assistant Principal	Sept 1960
Maxine Ballen, B.A.,M.Ed. (Univ. of Pittsburgh,Suffolk Univ.)	Guidance Counselor	Sept 1976
Paul Taylor, B.S.,Ed., M.A.Ed. (Boston University, Suffolk)	Guidance Counselor	Sept 1966
Carl Lyman, B.S.,M.Ed. (Boston State, Tufts University)	Special Needs Teacher	Sept 1973
Elizabeth Morris, B.A.,M.Ed. (Wellesley, Lesley)	Special Needs Teacher	Sept 1974
Thomas Atwood, B.S. (Boston University for the Arts)	Music	Sept 1976
Arthur Bailey, B.S.Ed. (Fitchburg State)	Industrial Arts	Sept 1965



Karen Benedict, B.A. (Elmira College)	Grade 8	Sept 1974
Patricia Bennett, B.A., M.Ed. (Syracuse Univ., Univ. of Lowell)	Gr 6 Team Leader	Sept 1969
Beverlee Braconi, B.A. (Stonehill College)	Grade 6	Sept 1975
Shelagh Brady, B.A. (Emmanuel College)	Grade 5	Sept 1973
Diane Clifford, B.S. (Fitchburg State)	Grade 7-8	Sept 1976
Aphrodite Corsi, B.S. (University of Lowell)	Grade 5	Sept 1969
Paul Corsi, B.A. (Boston College)	Grade 8	Sept 1971
James Coster, A.B., M.Ed. (Gordon College, Boston State)	Grade 7	Sept 1968
Marilyn Curley, B.S. (Worcester State)	Grade 7	Sept 1976
Saverio DiLorenzo, B.S., M.S. (St. Bonaventure, Rivier)	Grade 8	Sept 1964
Deborah Duffy, B.A. (Keene State)	Grade 8	Oct 1971
Martin Enis, B.S.Mus.Ed. (University of Lowell)	Music, Instrumental	Sept 1972
Vicki Epler, B.F.A. (Mass. College of Art)	Art	Sept 1976
Edward Galotta, B.S., M.A.T. (Boston College, Salem State)	Grade 7 Team Leader	Sept 1971
Fun Lan Hung, B.S. (Suffolk University)	Grade 7	Oct 1971
Robert Kiley, B.S., M.S. (Boston University, Univ. of Mass.)	Grade 7	Sept 1971
Paul McNiff, B.A. (Goddard College)	Grade 6	Sept 1976
Joanne Merrill, B.S. (University of New Hampshire)	Physical Education	Nov 1976
Deborah Morrison, B.A. (Lowell State)	Grade 8	Sept 1972
Mary St. Onge, B.A. (Merrimack College)	Grade 6	Sept 1970
Robert Shepherd, B.S.Ed., M.Ed. (Northeastern, Univ. of Lowell)	Grade 8 Team Leader	Sept 1967
Ronald Smith, B.S. (Eastern Kentucky University)	Physical Education	Sept 1969
Linda Stapleton, B.A. (Adrian College)	Home Economics	Sept 1976
William Stergios, B.S., M.S. (Franklin & Marshall, Brown Univ.)	Grade 6	Sept 1968
Gloria Vogel, B.A. (Michigan State)	Grade 7	Sept 1973
Joan Woods, B.S.Ed. (Bridgewater State)	Grade 6	Sept 1957

#### FROST

Rita E. Miller, B.S., M.Ed. (University of Lowell, Rivier)	PRINCIPAL	Sept 1939
Marilyn Fleckner, B.A., M.Ed. (Hunter, Wheelock College)	Kindergarten	Sept 1970



Sharon Bowie, B.A., M.Ed. (Simmons College, Northeastern Univ.)	Primary	Sept 1968
Shirley Oliver, B.S., Ed., M.Ed. (University of Lowell, Rivier)	Primary	Sept 1940
Beverly Anderson, B.S., M.Ed. (University of Lowell)	Intermediate	Sept 1970
Margaret McCarthy, B.S. Ed. (Framingham State)	Intermediate	Sept 1971
Sandra Martinez, B.A., M.Ed. (Carroll College, Wright State Univ.)	Special Needs Teacher	Sept 1976

#### CAMERON

Kenneth L. DeBenedictis	PRINCIPAL (CAMERON & SARGENT)	Sept 1968
Maureen Connors, B.S., Ed., M.Ed. (Bridgewater State)	Intermediate	Sept 1963
Pamela Flavell, B.S. (University of Lowell)	Intermediate	Sept 1976
Margaret Geary, A.B., M.Ed. (Regis, Boston University)	Intermediate	Sept 1965
Joan Leyland, B.S. Ed., M.Ed. (University of Lowell)	Intermediate	Sept 1971
Mary Mourtzinis, B.S. (Salem State)	Intermediate	Sept 1969
Janet Stoddard, A.B., M.Ed. (Mt. Holyoke, Tufts)	Intermediate	Sept 1969
Ann Teague, B.S. (Salem State)	Intermediate	Sept 1969
Susan Weeks, B.S., M.Ed. (Cornell Univ., Boston College)	Intermediate	Sept 1973
Cynthia Fischer, B.A., M.A.T., M.Ed. (Colby, Harvard, McGill)	Special Needs Teacher	Sept 1973

#### SARGENT

Martha Jennings, B.S. (Fitchburg State College)	Kindergarten	Sept 1976
Alice McIntosh, B.S. (Boston University)	Kindergarten	Sept 1970
Ruth Byrne, B.S. (University of Lowell)	Primary	Sept 1971
Marcia Englund, B.A. (University of Massachusetts)	Primary	Sept 1963
Charlotte Jeltsch, A.B., M.Ed. (DePauw University, Northeastern)	Primary	Sept 1966
Barbara Keenan, B.A. (University of New Hampshire)	Primary	Sept 1972
Carole Perron, B.A., M.Ed. (Rivier, Northeastern)	Primary	Sept 1970
Maryjane Sullivan, B.S., M.Ed. (University of Lowell, William Patterson)	Primary	Sept 1973
Roberta Atkinson, B.S., M.Ed. (Boston University, Northeastern)	Special Needs Teacher	Sept 1974

NABNASSET

Henry J. Leyland, A.B.,M.Ed. (Merrimack College, Rivier)	PRINCIPAL	Sept 1956
Janetta Cogle, B.S. (Boston State)	Kindergarten	Sept 1973
Kathleen Donnelly, B.A. (Rivier)	Kindergarten	Sept 1975
Darryl Alexa, B.A.Ed. (University of Lowell)	Primary	Sept 1970
Kathleen Archibald, B.S. (University of Lowell)	Primary	Sept 1973
Elizabeth Bagas, B.S.,M.Ed. (University of Lowell)	Primary	Sept 1969
Karen Bettencourt, B.S.Ed. (Oregon State)	Primary	Sept 1971
Beverly Cancellla, B.S.,M.Ed. (University of Lowell, Northeastern)	Primary	Sept 1966
Joyce Coughlin, B.S.,Ed. (Fitchburg State)	Primary	Sept 1971
Marjorie Freeman, B.A. (University of Lowell)	Primary	Sept 1973
Ann Kirk, B.S.Ed.,M.Ed. (University of Lowell, Northeastern)	Primary	Sept 1964
Sheila Miller, B.S. (University of Lowell)	Primary	Sept 1970
Rose Quillin, A.B. (Albertus Magnus)	Primary	Sept 1962
Marilyn Sheridan, B.S.Ed. (University of Lowell)	Intermediate	Sept 1966
Donald Babin, B.S.Ed., M.Ed. (Salem State)	Intermediate	Sept 1966
Elizabeth Chachus, B.S.Ed.,M.Ed. (University of Lowell, Rivier)	Intermediate	Sept 1955
Noreen Forbes, B.S.Ed. (University of Lowell)	Intermediate	Jan 1974
Nancy Gill, B.S. (University of Lowell)	Intermediate	Sept 1972
Kathleen Pacsay, B.S. (University of Lowell)	Intermediate	Sept 1972
Joseph Parrino, B.A.,M.Ed. (Queens College, Salem State)	Intermediate	Sept 1967
Loretta Veracha, B.S.,M.Ed. (California State,Univ. of Virginia)	Special Needs Teacher	Sept 1974
William McCarthy, B.S.,M.Ed. (University of Mass., Boston State)	Special Needs Teacher	Jan 1976

ROBINSON

John R. Allen, B.A.,Ed.M. (Northeastern, Boston College)	PRINCIPAL	Aug 1966
Donna Dufour, B.S.,M.S. (Fitchburg State)	Kindergarten	Sept 1973
Jane Poole, B.S.,M.Ed. (Skidmore, Northeastern)	Kindergarten	Sept 1966
Joan Bakalyar, A.B.,M.Ed. (Univ. of Missouri, Univ. of Lowell)	Primary	Sept 1971
Ellen Barry, B.S. (University of Lowell)	Primary/Intermediate	Sept 1968

Joyce Cederberg, B.S.Ed. (University of Lowell)	Primary	Mar	1969
Ronald Colbert, B.S.Ed. (Fitchburg State)	Primary	Sept	1976
Patricia Daron, B.S. (University of Lowell)	Primary/Intermediate	Sept	1976
Virginia Fitzgerald, B.S.Ed. (Lesley College)	Primary	Sept	1970
Teresa Freeman, B.S. (University of Oklahoma)	Primary	Sept	1976
Wanda Hall, B.S. (University of Lowell)	Primary	Sept	1976
Gertrude Kalinen, B.S.Ed. (Fitchburg State)	Primary	Sept	1968
Joan Kavanagh, B.S.Ed. (University of Lowell)	Primary	Sept	1972
Nancy Perry, B.A. (Keuka College)	Primary	Sept	1971
Lou Ann Sheridan, B.S.Ed. (Southern Illinois University)	Primary	Jan	1974
Mary Surprenant, B.S.Ed. (Suffolk University)	Primary	Sept	1972
Gail Wilson, A.B. (Mt. Holyoke College)	Primary/Intermediate	May	1973
Christine Casey, B.A. (University of Mass.)	Intermediate	Sept	1972
Arlene Fisher, B.S., M.S. (Prov. College, CW Post LI University)	Intermediate	Sept	1973
Susan Healy, B.S. (American International College)	Intermediate	Sept	1976
Shirley Kangas, B.S.Ed. (Framingham State)	Intermediate	Sept	1971
Joan Menzia, B.S. (University of Lowell)	Intermediate	Sept	1970
Phyllis Quintin, B.S., M.Ed. (University of Lowell)	Intermediate	Sept	1961
Leola Foden, A.B. (Boston University)	Special Needs Teacher	Sept	1967
Laura Husted, B.S. (New Jersey State College)	Special Needs Teacher	Sept	1958
Mary MacLean, B.S., M.Ed. (University of Lowell)	Special Needs Teacher	Sept	1962



CENTRAL OFFICE, 35 TOWN FARM ROAD

Lloyd G. Blanchard, A.B., M.Ed., CAS (Dartmouth, Harvard)	SUPERINTENDENT	Aug 1957
John A. Crisafulli, B.S., M.Ed. (Boston University)	Ass't Superintendent	July 1973
Kenneth A. Sargent, B.S.Ed., Ed.M., CAGS (Boston University)	Special Education Adm	Sept 1971
John MacLean, B.A., M.Ed., A.B.D. (Univ. of Mass., Suffolk Univ.)	Psychologist	Sept 1971
Dawn Brine, B.S., M.Ed. (Salem State, Northeastern)	Speech Pathologist	Oct 1971
Catherine Pawliczek, B.A., M.A. (University of Mass.)	Speech Pathologist	Sept 1974
Patricia Weinberg, B.S. (Emerson College)	Speech Pathologist	Sept 1976
Jane Coleman, B.S., M.Ed. (Springfield College, Boston Univ.)	School Social Worker	Sept 1970
Laura Male, B.A. (University of Denver)	Title I Director	Sept 1976

SPECIAL SUBJECT TEACHERS, GRADE 1-8

Arlyss Becker, B.A. (St. Olaf College)	Art	Frost-Cam-Sar	Sept 1972
Barbara Joki, B.A. (Univ. of Mass.)	Art	Robinson	Jan 1968
Phillip Sheridan III, B.F.A., M.A. (S.Ill. Univ., Goddard College)	Art	Nabnasset	Sept 1970
Sandra Deignan, B.M.Ed. (Univ. of Lowell)	Music	Frost-Cam-Sar	Sept 1972
Ruth Irvin, B.Mus.Ed. (University of Lowell)	Music	Nabnasset	Sept 1969
Janice Nickerson, B.Mus.Ed. (Univ. of Lowell)	Music	Robinson	Sept 1970
Frank Bishop, B.S. (Boston University)	Phys.Ed.)	Elementary PE are	Sept 1967
Kenneth Gerken, B.A., M.A. (Roanoke Univ., Fitchburg State)	Phys.Ed.)	on a rotating	Sept 1968
Christine Lightbody, B.S. (E. Stroudsburg State)	Phys.Ed.)	schedule	Sept 1971
Charlotte Kotzen, B.A. (Cornell University)	Librarian	Elementary	Jan 1970
Therese Fishman, B.A., M.Ed. (Salve Regina, Boston Univ.)	Reading	Elementary	Sept 1976
Barbara Manuel, B.M., M.A. (N.E. Conservatory, Univ of Maine)	Reading	Elementary	Sept 1968
Nancy Whitton, B.S., M.Ed., Ph.D. (Univ. of Lowell, B.U.)	Reading	Middle Schools	Sept 1976
Roblee Hoffman, B.A., M.Ed. (Penn State, Boston State)	Media	Middle Schools	Sept 1974



ENROLLMENT - OCTOBER 1, 1976

GRADE	ACD	A M	N M	F	C	S	NAB	ROB	TOTAL	REG	
										TECH	PROJ
12	205								205	53	270
11	210								210	63	285
10	274								274	56	331
9	294								294	45	330
									983	217	1216
8		156	159						315		318
7		166	165						331		354
6		178	165						343		348
		500	489						989		1020
5		55	52		45		77	73	302		325
4				17	63		70	126	276		291
3				30	69		71	108	278		277
2				36		76	89	109	310		321
1				25		57	91	127	300		300
K				28		72	72	87	259		250
									1725		1764
	983	555	541	136	177	205	470	630	3697	217	
								Nashoba	217		
									3914		4000

COMPARISON OF 1975 and 1976 CENSUS SUMMARY

Public Westford	1975		GRADE	Public Westford	1976	
	Vocational	Private			Vocational	Private
184	55	6	12	205	53	4
228	56	7	11	210	63	5
231	60	6	10	274	56	8
290	66	12	9	294	45	2
327		7	8	315		10
311		16	7	331		10
344		10	6	343		5
343		4	5	302		10
316		11	4	276		6
277		7	3	278		9
277		9	2	310		5
317		9	1	300		10
		3	Ungraded			3
287		10	K	259		16
3732	237	117		3697	217	103
			AGE			
			229	4	165	
			175	3	152	

FINANCIAL REPORT OF SCHOOL ATHLETIC FUND (July 1, 1976-July 1, 1977)

Receipts

Balance July 1, 1976	-0-	
Town of Westford	35,531.77	
Football	2,131.52	
Basketball, Boys'	1,372.56	
Girls'	309.85	
Wrestling	<u>368.80</u>	
		39,714.50

Expenditures

Custodians, Officials & Phys.	8,456.28	
Supplies, Equip. & Repair	19,891.00	
Football Insurance	1,300.00	
Transportation	9,087.98	
Conferences & Awards	<u>979.24</u>	
		<u>39,714.50</u>
Balance July 1, 1977		-0-

FINANCIAL REPORT OF SCHOOL BAND

Receipts

Balance July 1, 1976	201.17	
Town of Westford	5,000.00	
Receipts	<u>70.62</u>	
		5,271.79

Expenditures

Summer Concerts	1,400.00	
Music	1,034.74	
Supplies & Services	596.16	
Equipment	921.00	
Instruments	760.00	
Uniform & Exchange Concerts	<u>200.00</u>	
		<u>4,911.90</u>
Balance July 1, 1977		359.89

FINANCIAL REPORT OF SCHOOL CAFETERIA

Receipts

Balance July 1, 1976	886.14	
Sales	169,808.31	
Reimbursement	128,165.84	
Other & Local	<u>26,215.69</u>	
		325,075.98

Expenditures

Labor	123,477.54	
Purchases	174,785.79	
Other	<u>853.74</u>	
		<u>299,117.07</u>
Balance July 1, 1977		25,958.91

EXPENDITURES OF THE SCHOOL COMMITTEE

<u>ITEM</u>	<u>DESCRIPTIONS</u>	<u>1975-76</u>	<u>1976-77</u>	<u>EXP TO 12/31</u>
1100	School Committee	23,330	16,497	6,182
1200	Superintendent's Office	132,496	145,958	70,458
2100	Supervision	41,418	52,971	32,988
2200	Principals	284,179	305,028	152,696
2300	Teaching	2,706,226	3,026,244	1,151,312
2400	Textbooks	42,589	43,956	26,463
2500	Library	66,758	58,879	28,833
2600	Audio Visual Program	33,049	38,020	20,876
2700	Cuidance	137,302	152,331	48,687
2800	Psychology	40,009	49,590	24,682
2900	Educational TV	-	-	-
3200	Health	27,488	32,044	11,575
3300	Pupil Transportation	287,832	324,954	109,698
3400	Food Service	23,506	26,082	21,887
3500	Student Activities	67,403	* 79,837	62,431
4100	Operation of Plant	408,231	483,358	223,133
4200	Maintenance of Plant	118,754	156,219	86,471
5200	Insurance Program	779	673	1,724
5300	Lease Expenditure	440	375	25
6200	Civic Services	1,565	2,032	1,491
6900	Private School Trans.	8,028	9,399	195
7100	Site Improvement	-	-	-
7200	Building Improvement	-	-	-
7300	New Equipment	-	36,278	-
7400	Replacement Equipment	5,889	28,102	13,736
9100	Tuition & Transportation	41,277	64,580	35,372
	GROSS TOTALS	4,498,548	5,133,377	2,130,915
	FEDERAL AID	32,576	77,721	9,365
	CHAPTER 766	204,478		
		4,261,494	5,055,656	2,121,550

STATE REIMBURSEMENTS

Chap 70	School Aid	1,325,928	1,366,639	496,541
Chap 71	Regional 15%	81,996	-	-
Chap 71	Pupil Transportation	207,746	163,540	-
Chap 69-71	Special Pupil	-	352,221	-
Chap 76	Child Guardianship	-	-	-
Chap 74	Vocational	529	-	57
Adult	Education	-	-	-
		1,616,199	1,882,400	496,598
	NET COST TO TOWN	2,645,295	3,173,256	1,624,952

\*includes transfer to  
athletic revolving  
account \$932

*Annual Report*  
OF THE  
*J. V. Fletcher Library*  
OF THE  
TOWN OF WESTFORD



*For the Year Ending December 31*  
**1977**





J. V. FLETCHER LIBRARY FINANCIAL REPORT FOR 1977

Receipts - Salaries and Operating Budgets:

Town Appropriation	\$83,912.00
Commonwealth of Massachusetts	3,888.00
Dog License Fees	<u>3,129.88</u>
TOTAL	90,929.88

Expenditures

Operating Expenses

Salaries and Wages	\$60,403.00
Library materials	20,284.21
Utilities (Elec., oil, water, tele.)	5,243.68
Janitor supplies	790.21
Library supplies	2,149.69
Publicity	552.54
Dues and conference travel	148.70
Repairs	1,508.54

TOTAL EXPENDITURES	\$91,080.57
OVEREXPENDED	<u>150.69</u>

Capital Outlay

Town Appropriation	\$1,775.00
Expended	<u>1,854.91</u>
OVEREXPENDED	\$ 79.01

Trust Funds

Receipt from interest	\$2,771.16
Expenditures - programming	<u>1,464.40</u>
UNEXPENDED	\$1,306.76

This past year the Fletcher Library came under the management of three directors. Mr. Robert Simmons, Director since 1971, resigned to take a position in upstate New York. The Fletcher Library is indeed indebted to Mr. Simmons for his dedication in fostering a world of learning through expanded library services. While the Board of Trustees sought a new director, Ms. Lisa Dagdigian, a Library Trustee, assumed the duties of Interim Director. Ms. Dagdigian very capably managed the Library during the summer months continuing programs begun by Mr. Simmons and assisting staff in developing new services. During this period the Board of Trustees were extremely supportive of the Library staff and instrumental in keeping the Library functioning smoothly. Ms. Francesca Denton assumed the directorship in September.

The Library continues to offer such diverse services as free museum passes, interlibrary loans, reference and copy services, and circulation of books, magazines, records, cassettes and cassette players, framed prints, sculpture, and sewing patterns. Available for loan to the visually and physically handicapped are large print books, lens magnifiers, and an automatic page turner. The lecture hall facilities are used heavily by town organizations. Several traveling exhibits were also displayed in the Library throughout the year.

Circulation has remained constant at approximately 82,500. Libraries all over the country are experiencing a downward trend in circulation due to the changing role of the library. People are using their libraries more as information centers than as a facility for loaning books. Other factors include the improving economic situation that has placed more people (especially women who make up the majority of public library users) on the job market with less time for leisure reading. It is also well documented that schools are experiencing a decline in enrollments which again seriously affects our circulation to this school-age population. New Registrations are also down over last year again due to the same trends. Therefore, it has become necessary for librarians to reconsider their evaluation of library service and include in statistical surveys reference and information assistance given patrons. The staff has begun collecting these statistics and shall report their findings in the 1978 Town Report.

Accessions by purchase and gift to the Library collection remained approximately the same at 3500. This was in large part due to comparable budget allocations in the areas of

book, record and realia purchases over the past two years. There have been relatively few discards from the collection comprised primarily of damaged books beyond mending.

It is difficult to estimate exactly how many materials are in our collection because there has not been an inventory of our holdings for over sixteen years. Therefore it is impossible to judge what our loss rate has been due to "missing" books and unretrievable overdues. A projected inventory will give us a firm accountability of the number of volumes housed in the library facility.

The Library staff continues to have problems retrieving overdue materials. Lack of an overdue policy placed substantial financial strain on the Library budget in replacement costs for materials never returned. Approximately \$14,725 worth of Library materials were reported overdue by the Circulation Desk staffs for this year alone. 34% of this sum, or \$5007.00 was lost in unretrievable overdues (patrons could not be contacted.) Therefore, an overdue drive was begun and patrons were called and reminded of these overdues. Articles were placed in area newspapers enlisting the aid of patrons in returning late materials. Our efforts have been met with heart-warming success and we thank everyone for their cooperation in assisting us with our drive.

Adult programming for 1977, included the performance of the theatrical biography, "Freedom and Angelina", a production free to the public. The Library also sponsored the "Roots" series for those who missed the television viewing. The December Library "Open House" featured carolling, refreshments, and edible treats from the Christmas tree for the youngsters. It was a successful evening of good cheer enjoyable by all ages.

Grace Forty, Children's Librarian, again directed a most successful Summer Program. This year's Program included story hours, bicycle proficiency workshop, sing-a-longs, band concerts, the Zoomobile, and the Little Red Wagon. All were well attended. In May a "Laura Ingalls Wilder Club" was organized and sponsored skits, crafts, weaving, music and drawing - all based on material from Wilder's "Little House on the Prairie" books. The October Cooking Contest was also a huge success. Story hours continued 6 hours a week with movie specials presented intermittently throughout the year.



The Westford Garden Club has continued to be very supportive of the Library in furnishing us with monthly arrangements to beautify our circulation areas. Their Christmas decorations were in large part responsible for the tremendous success of our December "Open House".

The "Friends of the J. V. Fletcher Library" deserve full recognition for all they have done to foster library service. When shelving space became critical in the Children's Area the Friends were quick to lend valuable advice and funds for the purchase of a new shelving unit. Renovations in this area were completed with the Friends' generous donation of new carpeting. The Friends have expressed their concern for historical preservation of valuable town documents in their funding of an Historical Document Survey to be conducted by the New England Document Conservation Center. This survey will document our needs in restoring and preserving records of immense historical significance to the Town of Westford, and enable us to pursue grant funding to accomplish these costly restoration priorities. Again, the annual Book Sale was a huge success thanks to the dedicated efforts of the Friends of the Library.

In these times of financial stress, the Library staff has sought to bolster the Library operating budget with substantial grant assistance. A Visual Resources Grant managed by Sandra Cofran, Assistant Librarian, enabled the Library to purchase magnifying lenses and large print accessories for the visually handicapped and for the physically handicapped an automatic page turner is now available for loan. In cooperation with the Roudenbush Community Center, a Lowell Housing Authority Grant was awarded to transport 100 youngsters to the Worcester Science Center at the end of the Summer Program. Ellen Rainville, Assistant Librarian, sought funding from the Commonwealth of Massachusetts Council on the Arts and Humanities for an historic preservation project. This matching grant will begin the Library's refurbishing of valuable documents. Once these items have been restored and preserved they will be placed on display for all townspeople to enjoy. Prompted by the popularity of the Learning Aides loan from the Boston Public Library the Friends of the Library generally funded the purchase of Learning Aides for the Fletcher Library. The Library's most substantial success in grant procurement came with approved funding for \$35,000 C.E.T.A. Special Project Grant. This "Library Services and Collection Update" Project will enable the Library to hire 5 employees for one year to reclassify and reprocess areas of the Library's

Adult Fiction and Non-fiction holdings. Their endeavors will prepare this area of the Library collection for a massive inventory to be conducted sometime in the future.

The Library staff continues to work diligently to provide services to our patrons. Unfortunately, due to serious processing backlogs and inability to maintain desk coverage and Library programming, we were forced to curtail Friday hours to 10:00 A.M. - 1:00 P.M. This early closing enables the staff to spend Friday afternoons off desk duty and on programming, grantsmanship, book processing and collection maintenance.

In conclusion, I would like to thank the staff, Board of Trustees, Friends of the Library, and patrons for their continued support of the J. V. Fletcher Library.

Respectfully submitted,

Francesca Larrere Denton  
Director

## COMPUTER STUDY COMMITTEE

Report of the Westford Computer Study Committee

February 22, 1978

### SUMMARY

The Computer Study Committee has reviewed the current computer utilization in the Town of Westford and has interviewed many of the Town's department heads in an attempt to collect data, to review existing procedures and management reports and to determine the departments' needs and problems. The Committee found the present use of computers is unorganized and inefficient. There is a need for better service and a strong need for more automation. The Town's situation with respect to automation, by any standards, is bleak.

The Committee found that some current applications are only semi-automated and that there are many operations currently being performed manually that lend themselves very well to automation. The Committee has also identified services that could be performed by a computer which are not currently being provided at all. In addition, some functions are being duplicated by various departments because of lack of timely management reports. The Committee is in agreement that there is a definite need for automation in the Town government.

The Committee recommends that the following article appearing on the Town Warrant be passed:

"To see if the Town will vote to form a Computer Implementation Committee whose charge is to submit a proposal to the Town for automation of Town functions. The said proposal is to include system selection, staffing requirements and estimated costs. If said proposal is approved, the Committee is also charged to oversee its primary implementation."



## INTRODUCTION

The Town of Westford has acknowledged, by the appointment of the Computer Study Committee, that there may be a need for a computer in running the Town government. In order to determine the Town's computer needs, the Committee conducted an overview study of the Town government operations. Because of time constraints, it was not possible to perform a detailed system analysis to arrive at each department's total needs. Instead, the Committee relied on the experience of its members to summarize the current and potential computer needs of the Town.

In general, the Committee found that those people interviewed spoke favorably toward automation and expressed strong needs for better current computer service, for more timely information from current records, and for more reports to maintain accountability.

The Committee's approach to determining the computer needs of Town was to review the procedures of each department. For each, the review included examination of present computer usage, identification of any manual procedures which could be partially or entirely automated and inquiry of any services which are not performed but could be with the aid of a computer. Also for each department, the cost of the present computer usage was recorded and cost estimates were placed on the manual procedures and expanded services which could be automated.



## CURRENT and POTENTIAL COMPUTER USAGE

A summary of current and potential computer usage by the Town government is presented in Figure 1. The Committee found that the current users of computer services are the School Department, the Town Clerk, the Town Assessor and the Town Aide. The applications and the source of the computer service of the current users are broken down as follows:

### School Department -- Central Office

Payroll - Nashoba Tech  
Inventory - Nashoba Tech  
Accounting - Outside Service Bureau

### School Department -- High School Administration

Report Cards - Nashoba Tech  
Attendance - Nashoba Tech  
Scheduling - Nashoba Tech

### School Department -- High School Education

Program storage - Nashoba Tech  
Mathematics problem solving - PDP-8 owned by  
the High School

### Town Clerk

Voter list - LHS, a service company

### Town Aide

Elderly list - Nashoba Tech

### Town Assessor

Property tax bills - Arlington Trust  
Personnal property tax bills - Arlington Trust

The School Department is by far the largest current user of computer services and relies totally on Nashoba Tech's computer facilities for its non-educational needs. The Committee found that the Nashoba Tech's computer can handle each application at relatively low computer costs. However, the procedures associated with each application are complex, time consuming and dependent on the scheduling of the facilities by Nashoba Tech. The reliance on Nashoba Tech's computer facilities for non-educational applications is a large risk to the School Department since there is no written agreement for continual access or support of these services.

The current and potential computer usage by the Town summarized in Figure 1 does not include the current or potential computer usage for educational applications by the schools. The Committee found that educational needs are a very large and complex set of applications and agreed the educational needs should be considered in a separate report. This doesnot mean that the educational needs should necessarily be solved separately, but instead means that the Committee feels that the need for broader automation within the Town government can be justified without the inclusion of educational computer needs.

The Committee chose the potential computer users by grouping the town government activities into common applications and by conceptually centralizing sharable information. The common applications found by the Committee are: payroll, inventory, accounts payable, accounts receivable, record retention, personnel accounts, reports and resident census data. The potential users of each application are summarized in Figure 1. Of the potential computer users, the Committee found that the School Department has the greatest potential, followed by the Town Accountant and Town Treasurer. Many of their applications (payroll, accounts payable, accounts receivable) lend themselves to easy automation. The record retention and personnel accounts are information storage and retrievable applications and are also readily automated. A list of potential applications is provided in Appendix A.

Figure 1

## TOWN COMPUTER USAGE - CURRENT AND POTENTIAL

X - Current computer Usage  O - Potential computer Usage	PAYROLL	INVENTORY	ACCOUNTS PAYABLE	ACCOUNTS RECEIVABLE	RECORD RETENTION	PERSONNEL ACCOUNTS	REPORTS	RESIDENT CENSUS DATA	
SCHOOL - CENTRAL OFFICE	XO	XO <sup>1</sup>	XO		O	O	O	O	
SCHOOL - ADMINI- STRATION		O			XO		O		
POLICE		O			O		O		
FIRE							O		
TOWN CLERK				O	O		XO	O	
TOWN ASSESSOR							XO	XO	
TOWN ACCOUNTANT	O <sup>2</sup>		O		O	O	O		
TOWN TREASURER	O <sup>2</sup>		O	O			O		
LIBRARY		O			O		O		
HIGHWAY DEPT.							O		
BUILDING INSPECTOR				O			O	O	
WATER DEPT.				O			O	O	
CAPITAL OUTLAY		O					O		
TOWN HALL - OTHER*					O		XO	O	

\*Includes - Dog Officer, Town Aide, Board of Health,  
Board of Selectmen, Planning Board

1 Out of date and out of use

2 Includes payroll of all departments except School

COSTS and BENEFITS

The Committee found many costs and savings associated with the current and potential computer usage of the Town government. Besides the actual budgets assigned for computer service the Committee tried to determine costs in terms of manpower and duplicated activity. It was not possible to assign costs to loss of services or to services not provided due to the lack of manpower. It also was not possible to assign savings to increased budget control or to efficiency resulting from automation. Immediate benefits to be realized by Town government automation are the cost advantage of centralized purchasing and budget accountability to the line items of the Town Warrant by each department. Figure 2 presents a summary of the costs, both in money and manpower, of the current computer usage in Town government.

Figure 2

Current Computer Costs		
	<u>Cost in \$</u>	<u>Manpower<sup>1</sup></u>
School Depart	23,600	1-1/4
Town Clerk	2,600	
Town Assessor	3,000	
Town Accountant	0	3/4
Town Treasurer	1,100	
Water Department	<u>0</u>	<u>1-1/2</u>
Total	30,300 <sup>2</sup>	3-1/2

<sup>1</sup> Estimated manpower currently assigned manual tasks which could be reassigned after automation

<sup>2</sup> Does not include salaries

The total cost of computer usage from Figure 2 is \$30,300 plus the services of 3-1/2 people. This amount, along with the salaries of these people, are a rough total of the amount the Town could spend on computer services without increasing the Town's budget. When compared to the total



Town budget, this amount is insignificant. However, when one looks at the services provided and risk caused by using Nashoba Tech's computer facilities, the services do not justify the expenditures. For this reason, the Committee recommends that the article appearing in the Town Warrant which forms a committee to solve the Town's computer needs be approved.

The Committee realizes that during a period when emphasis is on holding down spending, making a recommendation which may eventually increase the budget will not be popular. It is, however, the unanimous opinion of the Committee members that by meeting the computer needs of the Town, the Town will receive a payback comprised of measurable savings and increased services. Through automation there are several full-time people working for the Town that can be freed up to participate in other activities. Automating purchasing, payroll, inventory control and accounts payable should relieve personnel strains in several departments. No member on this committee recommends personnel layoffs. However, the Committee does feel that as clerical functions are automated, there is a definite potential to cut down the staff through attrition. At the very least, the need to hire additional clerks as the Town government responsibility grows should be reduced.

If the computer needs are met with the installation of a computer system and the Town creates a data center, then a potential means of deferring the cost of automation is to provide services to surrounding towns. The Committee realized early in its investigations that Westford is not alone in its needs for a computer. All towns presently using Nashoba Tech's computer for non-educational purposes face the risk of having their services terminated. (The area towns spend over \$11,000 on non-educational applications at Nashoba Tech). Because their needs are the same as Westford's, their required services could be rendered with little effort to Westford.

In addition to the potential for personnel savings, the Committee wishes to point out the services that well planned automation can bring to the Town government. That service is timely and accurate management information for the elected and appointed officials to use as a management tool to effectively and efficiently manage the Town thereby achieving additional cost savings. It should be pointed out that Westford is a thirteen million dollar business and that few businesses its size succeed without automation. The Committee's study has shown that the operation of Town government is as involved as it is large. The people having the responsibility to manage various facets of the Town require and deserve detailed information in as timely and accurate a fashion as it is possible to provide. It is clear that this is beyond the present clerical staff. Well planned automation of key activities is the only answer.

Westford Computer Study Committee

Gardner Trask, Chairman  
Donald Bradanese  
John Flavell  
Richard Lavoie  
David Leney  
William Levering  
Donald Pacini  
Howard Schutzman  
Robert Shuckhart  
Peter White

## Appendix A

### Potential Town Computer Applications

1. Property taxes (5000/6 mo.)
  - a. Maintain Assessor's master file
  - b. Prepare real estate tax bills
  - c. Maintain records of cash (accounts receivable) and abatements
  - d. Maintain records of outstanding tax bills
  - e. Prepare miscellaneous reports
2. Water bills (3000/3 mo.)
  - a. Maintain history file
  - b. Prepare water bills and demand notice
  - c. Maintain records of cash (accounts receivable) and abatements
  - d. Maintain records of outstanding water bills
3. Excise taxes
  - a. Maintain records of cash (accounts receivable) and abatements
  - b. Prepare warrants and commitments
4. Personal Property (600/6 mo.)
  - a. Prepare personal property tax bills and demand notices
  - b. Maintain records of cash (accounts receivable) and abatements
  - c. Prepare warrants and commitments
5. Payroll (Town and School)
  - a. Prepare payroll register
  - b. Print payroll checks
  - c. Prepare payroll report for Treasurer and School Committee
  - d. Prepare W2 forms and tax reports
  - e. Prepare miscellaneous reports
6. Reconciliation of payroll bank account
7. Print street and voter listings

8. Print dog/owner listings for dog officer
9. Print occupant labels for city wide mailings
10. Prepare alphabetic census report
11. Print health department listings
12. Maintain Town personnel file
13. Prepare poll books
14. Library
  - a. Membership
  - b. Inventory accountability
15. Print reports for redistricting
16. Maintain Town inventory
17. School Department
  - a. Handle attendance updating and reports -- all schools
  - b. Prepare schedules -- all schools
  - c. Prepare report cards -- all schools
  - d. Prepare child census reports
  - e. Provide federal and state reports
  - f. Provide accounts payable accounting
  - g. Maintain school inventory
18. Police Department
  - a. Inventory of lost, stolen and found property
  - b. Inventory of evidence for current cases
  - c. Incident report
  - d. Photograph classification support



## REPORT OF THE LOWELL REGIONAL TRANSIT AUTHORITY

Call-A-Bus (CAB) is a door to door transportation system for elderly and handicapped residents of Westford which is operated by the Lowell Regional Transit Authority (LRTA). Transportation services are essential if elderly and handicapped residents are to be able to use and benefit from needed services and activities. Trip purposes range from medical appointments to shopping and recreational trips. Through the LRTA, 75% of the cost of the service is financed through State and Federal funds.

To use the service a potential rider calls 448-2071 in advance and reserves the time when they would like to be transported. Fares for the service are 15¢ each way for trips within the town and 30¢ each way for trips out of town. Telephone stickers with the Call-A-Bus phone number have been printed to aid potential riders.

An Advisory Committee has been formed which will assure that program decisions affecting Westford residents will be made by residents of Westford. Special shopping trips and transportation serving the Westford Nutrition Program has been operating on a continuing basis and extremely successful. A program transporting youth to the Roudenbush Community Center recreation program was implemented in the summer of 1977. Some 780 rides were given over a four week period for this program.

A survey of consumers of the service found that people were pleased with the service. A more extensive operating analysis and monitoring system is being established. The LRTA plans to look at alternative transportation for various ongoing programs within Westford.

The LRTA working through the Selectmen's office looks forward to continuing improvements on the service. Westford is represented on the LRTA Advisory Board by Mr. Ronald D. Kangas.

Respectfully submitted

Ronald D. Kangas

## REPORT OF CAPITAL OUTLAY COMMITTEE

During the past year, the Committee has rewritten its charter which will be submitted for final approval by Town Meeting in May.

The inventory system of all Capital items, initiated last year, was maintained and updated by including the School Department.

Contact was made with those departments or committees omitted last year, such as:

1. Conservation
2. Planning Board
3. Water Commissioner
4. Nashoba Tech
5. Housing Authority
6. Other Departments with operating budgets

Analysis was made of all capital expenditures based on need and the town's ability to pay. Included in this analysis was:

1. Future revenue projections
2. Operating expenditure projections
3. Debit service projections

The Committee attempted to match the projected capital requests with government grants and assistance available from both federal and state agencies. Also during 1978, we plan to maintain our continuous inventory program and do more in depth analysis of the town's financial future.

Respectfully submitted,

Rick Bahnick, Chairman  
Ed Crowley  
Phil Curran  
Sandy Smith  
Joel Uher

## CONSERVATION COMMISSION

A considerable part of the Conservation Commission's activities lie in administration of the State's "Wetlands Protection Act" for wetlands and waterways affected by construction within the Town boundaries. In addition to this routine work, the Commission undertook a number of special projects.

After two and a half years of sub-committee work the Commission presented an article to the August Town Meeting for the sum of \$10,000.00 for the purpose of mapping the Town's wetlands. The article was defeated. The Commission is convinced that the Town's wetlands are a vital resource that merits protection and will continue the effort to closely define their boundaries.

The Commission is working with the Board of Selectmen and the Soil Conservation Service to finalize plans for a 14 acre conservation pond off Power Road. The pond and surrounding land will add to the existing 99.5 acres already under a conservation restriction.

The Commission has formed a Land Acquisition Sub-Committee to acquire land by purchase, donation, conservation restriction or various self help programs available to conservation commissions. At present, two acquisitions are being pursued.

The Commission applied for a \$1,000.00 grant from the Middlesex Conservation District for conservation development but was not funded. In addition, the Commission cooperated with the School Department to secure funds for a CETA grant. The funds will be used to restore a nature trail system on conservation land behind North Middle School and to improve conservation property at the Old Arch Bridge.

The Commission is currently studying the possibility of construction a jogging trail on conservation land at Grass Pond. The project will be conducted with the assistance of the Soil Conservation Service and interested citizens.

Thanks to the efforts of Pat Loring, the Conservation Commission now has maps on display in its regular meeting room, Town Hall showing all Town owned land.

The Commission would like to thank all citizens, Town Boards and Employees for their help and cooperation in the past year. We especially wish to thank our two retired

members, Mrs. Barbara Lamson and Mr. Dan Provost, for their service to the Commission and the Town.

Arnold O'Brien, Chairman  
Alan Emmet, Clerk  
Nick Basinas  
Bill Collins  
Chester Cook  
Richard Cooper  
Pat Loring  
Louis Oliver



## ANNUAL REPORT

1977

### PUBLIC HEALTH NURSING ACTIVITIES

#### I Communicable Disease Program

The traditional duties of the public health nurse involve follow-up and investigation of certain communicable diseases that are reportable to the local Boards of Health as mandated by the Mass. Dept. of Public Health. The keeping of a Tuberculosis register and the follow-up on active cases to insure adequate medical supervision are part of the responsibilities of the public health nurse. Tuberculosis testing is done on persons who have been exposed to the disease and also for residents whose employment requires certification of freedom from tuberculosis.

New cases of active Tuberculosis - 1 person  
Mantoux testing - 15 persons

#### II Maternal - Child Health Services

##### A. Newborn and Premature Infant Program

Home visits are made to families of newborn and premature infants upon referral. The purpose of these visits is for health supervision, education, and referral when indicated.

Number of visits made to families of newborns - 12

##### B. Well Child Conference

Westford is fortunate in having a Well Child Conference which was held twice monthly during 1977. Infants and children up to school age can receive immunizations against the usual childhood illnesses and physical exams at these clinics. Observation of growth and development is an integral part of the exam at the Well Child Conference, and referrals to the various agencies offering services to children are made when indicated.

Visits made to W.C.C. - 128

Referrals to Agencies - 9

#### III Flu Immunization Program

The Board of Health offers Flu immunizations for senior citizens and chronically ill residents as recommended by the Department of Public Health. Dr. Glassman

assisted with the flu program this year. One hundred and sixty persons were immunized this year.

As the incidence of communicable diseases continue to decline, I feel that more responsibility in the areas of health education and prevention should become an important role for the public health nurse. In keeping with this idea, a Mother's Group was established in the Fall of this year. The purpose of the group was education and support, topics of health, growth and development, and prevention were presented by a social worker, a child development specialist and myself. It is my desire in the coming year to establish more educational and screening programs for all age groups in the community.

Respectfully submitted,

Linda Lawlor, R.N.

## REPORT OF THE INSURANCE STUDY COMMITTEE

The Insurance Study Committee was established by Annual Town Meeting vote of May 7, 1977 (Article 36).

The Committee is currently analyzing all insurance coverage carried by the Town and is assessing premium cost versus coverage provided.

Upon completion of this review, it is the intent of the Committee to prepare and recommend insurance specifications for the Town. These specifications will be advertized for public competitive bidding.

Respectfully submitted,

Insurance Study Committee  
Francis P. Harte  
Ronald Farris  
Mark Scolnick  
Gerard J. Arceiero  
Donald Nipps, Associate  
Member

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